

DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL
FEDERAL HIGHWAY ADMINISTRATION

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FEDERAL HIGHWAY ADMINISTRATION

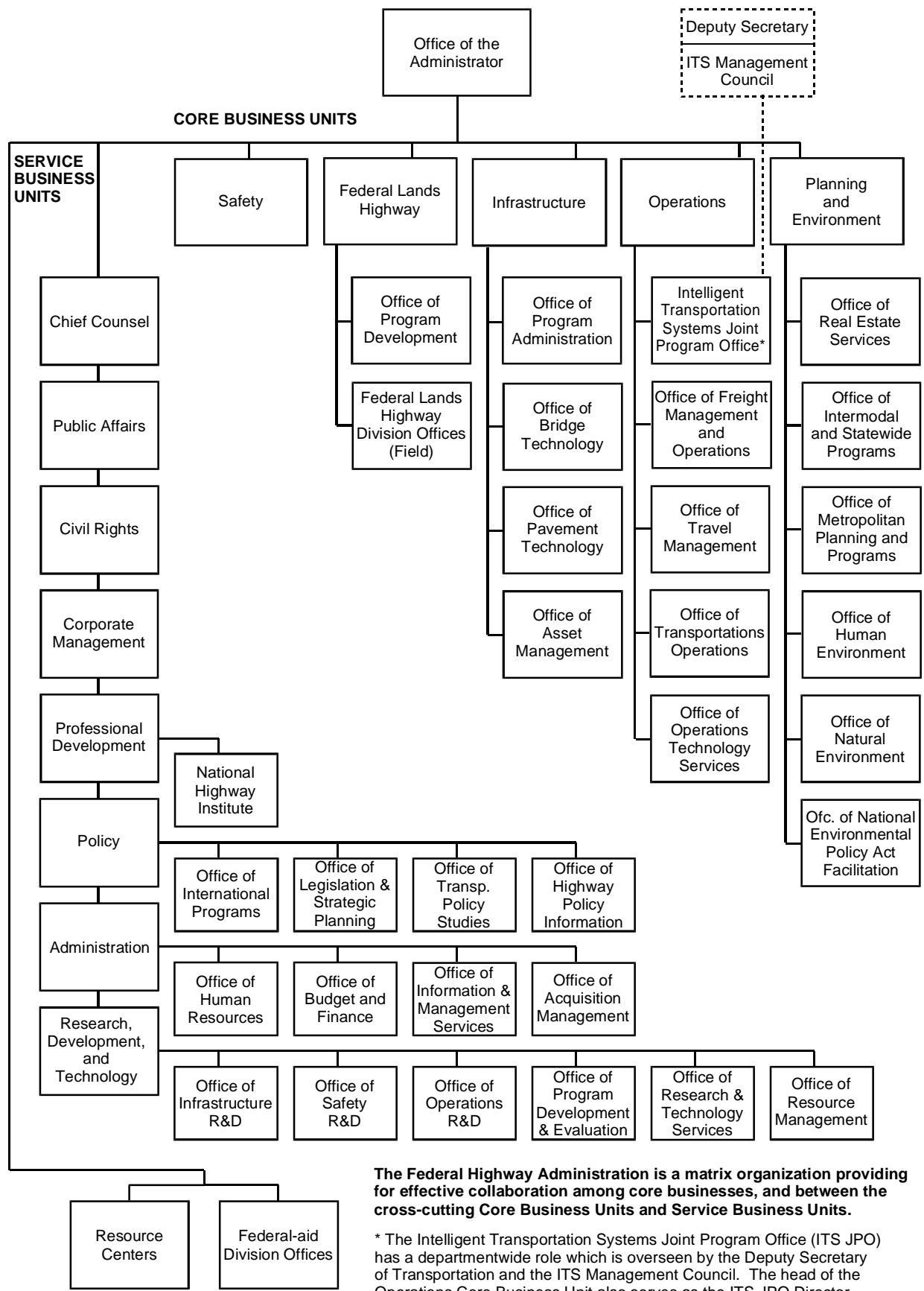


FIGURE A-1

Departmental Overview

FEDERAL HIGHWAY ADMINISTRATION

1. General Description. The Federal Highway Administration (FHWA) ensures the Nation's highest quality surface transportation system by:
 - a. carrying out the Federal-aid Highway Program, in partnership with the state transportation departments and in cooperation with metropolitan planning organizations, other levels of government, and the private sector;
 - | b. providing grants to states for safety activities;
 - c. working with other Federal agencies in designing and building primary roads in national forests, parks, and Indian reservations; and
 - d. cooperating with foreign governments in the many facets of technology exchange and technical assistance.
2. Origin. FHWA was established as a segment of the Department of Transportation (DOT) on April 1, 1967. Representing the Federal interest in the Nation's highway transportation system, the Agency was comprised of entities transferred from the Bureau of Public Roads and the National Highway Safety Bureau within the Department of Commerce and the Bureau of Motor Carrier Safety within the Interstate Commerce Commission (ICC).

The Bureau of Public Roads began as the Office of Road Inquiry under the authority of the Agricultural Appropriation Act of 1894 and underwent various name changes and program expansions prior to becoming part of the FHWA; the Bureau of Motor Carrier Safety was established pursuant to provisions of the Motor Carrier Act of August 9, 1935, subsequently cited as Part II of the Interstate Commerce Act; and the National Highway Safety Bureau was a composite of two separate agencies established pursuant to the Highway Safety Act of 1966 and the National Traffic and Motor Vehicle Safety Act of 1966.

On March 22, 1970, the National Highway Safety Bureau was taken out of the FHWA and established as the National Highway Traffic Safety Administration (NHTSA) within DOT. At the time of this division, FHWA retained responsibility for administering those provisions of the Highway Safety Act of 1966 pertaining to highway-oriented aspects of highway safety, maintaining close coordination with NHTSA in carrying out these assigned responsibilities.

The FHWA assumed additional commercial interstate truck and bus regulatory functions as a result of the ICC Termination Act of 1995 (ICCTA). The FY 2000 Department of Transportation and Related Agencies Appropriations Act, signed by the President on October 9, 1999, contained language prohibiting the use of the funds appropriated or limited in the Act to carry out the functions and operations of the “Office of Motor Carriers” within the FHWA. This effectively resulted in the transfer of motor carrier functions and operations out of the FHWA, including the interstate truck and bus regulatory functions previously assumed under ICCTA. By action of the Secretary, motor carrier functions and operations were transferred out of the FHWA effective October 9, 1999. On December 9, 1999, the President signed the Motor Carrier Safety Improvement Act of 1999, which established a new administration, the Federal Motor Carrier Safety Administration, within the DOT effective January 1, 2000. The transfer of motor carrier safety functions out of the FHWA effectively resulted in the organizational abolishment of the FHWA’s Motor Carrier and Highway Safety Core Business Unit (CBU), which was later formally abolished by the Secretary. Because safety remains a main emphasis in FHWA programs and policies, the FHWA determined that there was a need for a Safety CBU, which was established following the Secretary’s approval.

FEDERAL HIGHWAY ADMINISTRATOR

1. MISSION. The Federal Highway Administrator administers programs to:
 - a. preserve, improve, and expand the surface transportation system and enhance its operations, efficiency, and intermodal integration;
 - b. provide innovative and effective research and development; market and implement this technology;
 - c. provide oversight and accountability for public resources and ensure appropriate uniformity;
 - d. provide for efficient freight and passenger mobility to strengthen economic and social linkages;
 - e. protect and enhance the environment; and
 - f. improve highway-related aspects of surface transportation safety in coordination with the other DOT operating administrations.
2. FUNCTIONS. The Administrator, assisted by the Deputy Administrator and Executive Director, provides executive direction over the various FHWA Headquarters and field organizations and is directly accountable to the Secretary and Deputy Secretary for accomplishing the Agency's mission and supporting the Secretary's goals and objectives.
3. ORGANIZATION.
 - a. Headquarters. Headquarters provides policy and overall program direction to the Agency. The Headquarters organization is comprised of five core business units (CBUs): Planning and Environment; Infrastructure; Federal Lands Highway; Operations; and Safety, and eight service business units (SBUs): Policy; Administration; Research, Development, and Technology; Chief Counsel; Professional Development; Corporate Management; Civil Rights; and Public Affairs. These Headquarters' units are arranged in a matrix structure which provides for effective collaboration among core businesses, and between the cross-cutting SBUs and the CBUs. The CBUs are the corporate nucleus for strategic planning, policy, and technology delivery. The SBUs provide service and support across all of the CBUs and to the field. Integrated Product Teams, formally chartered by the Agency leadership, will also be utilized to focus on specific high priority projects for partners and customers.

- b. Field. The field organization delivers program services to the FHWA's partners and customers. This organization consists of resource centers, state-level Federal-aid division offices, and Federal Lands Highway divisions.
- (1) Resource Centers. The resource centers support the state-level division offices in their primary role of program delivery to FHWA's partners and customers by providing leadership on strategic initiatives, and expert assistance on technical, process, and program issues; training; technology transfer; intermodal and interagency coordination; legal services; and civil rights. FHWA has four resource centers, namely, Eastern (Baltimore, Maryland), Southern (Atlanta, Georgia), Midwestern (Olympia Fields, Illinois), and Western (San Francisco, California), each serving a core constituency of Federal-aid division offices and Agency partners and customers in designated states. The term "core constituency" means that for the purpose of providing administrative supervision to the division offices, the resource centers are assigned a designated group of states in their respective geographical areas. However, specific technical expertise in a given resource center may be shared with other resource centers and division offices throughout the country. The resource centers do not exercise program control over the division offices. In addition, the Midwestern resource center supports the DOT's crisis planning, training, and response programs, and the center's Director is appointed as the Regional Emergency Transportation Coordinator for DOT Regions 5, 7, and 8.
- (2) Federal-aid Division Offices. These division offices provide front line Federal-aid program delivery assistance to partners and customers in highway transportation and safety services, including but not limited to, planning and research, preliminary engineering, technology transfer, right-of-way, bridge, highway safety, traffic operations, environment, civil rights, design construction and maintenance, engineering coordination, highway beautification, and administration. Each of the fifty-two operating division offices (one in each state, the District of Columbia, and Puerto Rico) is located in the same city as the department of transportation, which is usually the state capital. In addition, jointly with the Federal Transit Administration, the FHWA operates four metropolitan offices in Philadelphia, Pennsylvania; New York, New York; Chicago, Illinois; and Los Angeles, California, that are extensions of their respective division offices. These offices provide assistance, guidance, and information regarding Federal transportation programs to local, state, and other Federal agencies in these metropolitan areas.

- | (3) Federal Lands Highway Divisions. The Federal Lands Highway (FLH) divisions, which report to the Headquarters Federal Lands Highway CBU, administer FLH programs (Forest Highways, Park Roads and Parkways, Public Lands, Refuge Roads, and Indian Reservation Roads); the Defense Access Roads Program; and the Emergency Relief Program on Federally Owned Roads; provide engineering related services to other Federal agencies, FHWA offices, and foreign countries as directed; and carry out technology and training activities related to FLH projects. There are three FLH divisions (Eastern, Central, and Western) located in Sterling, Virginia; Lakewood, Colorado; and Vancouver, Washington; respectively.

PLANNING AND ENVIRONMENT

1. **MISSION:** Advances environmental protection and enhancement, comprehensive intermodal and multimodal planning, and fair and prudent acquisition and management of real property.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's advocate and national leader for environmental protection and enhancement, comprehensive intermodal and multimodal planning, and for fair and prudent acquisition and management of real property.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives for environment, planning, and real estate services to advance DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of the core business unit's (CBU) programs, products, and services.
 - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions relating to environment, planning, and realty under Federal environmental laws (e.g., the National Environmental Policy Act, Clean Air Act, etc.), Title 23 of the United States Code (U.S.C.), and the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (Uniform Act). Develops regulations, policies, and guidance for these laws. Carries out these functions in cooperation with the Environmental Protection Agency (EPA), the Federal Transit Administration (FTA), and other Federal agencies, as well as FHWA field offices and other FHWA Headquarters offices.
 - d. **Technical Assistance and Training:** Provides specialized training and technical assistance on real estate matters directly to other Federal agencies, FHWA division offices, and others.
 - e. **Research and Technology Delivery:** Identifies and conducts research and technology transfer in the areas of planning, environment, and realty (with the support of the Research, Development, and Technology Service Business Unit (SBU)). In partnership with the resource centers, designs and implements programs which deploy new models, practices, and technologies to continuously advance the "state-of-the-best-practice" industrywide. Partners with the resource centers, other CBUs, and SBUs in developing and evaluating training courses in planning and environment. Develops technical and guidance materials and in some cases provides instructors.

- f. **Customer Outreach and Consultation:** Seeks the views of FHWA's customers, partners, and field offices on environmental, planning, and realty matters, and uses that information in carrying out office functions.
- g. **Monitoring and Evaluation:** Monitors and evaluates the performance of FHWA's environmental, planning, and realty programs. Uses results to improve program performance.
- h. **Lead Agency for the Uniform Act:** Serves as Lead Agency for the Federal Government for the Uniform Act. Advises on legislative changes to the Uniform Act. Provides Uniform Act training, advice, and technical assistance to 16 other Federal agencies. Develops and maintains Uniform Act regulations and guidance. Monitors Uniform Act implementation by other Federal agencies.
- i. **Federal Aid Discretionary Programs:** Establishes uniform requirements and eligibility policies for three discretionary programs (Scenic Byways; Corridor and Borders Program; and the Transportation, Community, and System Preservation Pilot) and provides for the selection of projects for discretionary funding.
- j. **Finance:** Promotes sound financial planning and innovative financing strategies jointly with the Administration SBU.
- k. **Prior Concurrences:** Provides prior concurrences on final environmental impact statements, Section 4(f) of the National Environmental Policy Act (NEPA) statements, and related actions for projects which are highly controversial or involve issues of national significance.

OFFICE OF INTERMODAL AND STATEWIDE PROGRAMS

1. **MISSION:** Advances intermodal and multimodal transportation planning programs at the state, national, and international levels.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's principal advocate for the advancement of intermodal transportation planning programs at the state, national, and international levels.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives in the advancement of DOT and FHWA Strategic Goals, Objectives and Corporate Management Strategies related to intermodal and statewide transportation planning and programs.
 - c. **Outreach and Consultation:** Consults with FHWA's field offices and partners and customers in the advancement of intermodal and statewide transportation planning and programs.
 - d. **Program Evaluation:** Evaluates intermodal and statewide transportation programs and processes and uses results in program administration.
 - e. **Process Management:** Provides training, guidance, and assistance to resource centers and others in the application of sound intermodal and statewide transportation planning principles.
 - f. **National Highway System (NHS) Modification:** Develops policies and administers procedures and standards for modification of the NHS and its intermodal connections.
 - g. **Statewide Transportation Planning:** Develops policies, regulations, procedures, and guidelines for a statewide intermodal transportation planning process required by Title 23 U.S.C. 135.
 - h. **Border Planning:** Serves as the focal point for FHWA in coordinating border planning and infrastructure activities between the U.S., Mexico, and Canada.
 - i. **Multi-state, National, and International Planning:** Oversees multi-state, national, and international special studies and planning applications in support of Agency and Department goals and Congressional studies.
 - j. **Native American Planning:** Serves as the focal point for Native American planning issues in the development and implementation of statewide and metropolitan transportation plans and programs.

- k. **Freight Planning:** Supports improved freight transportation through the planning process (jointly with the Operations CBU).
- l. **Programs:** Develops policies, regulations, and guidelines to implement the Bicycle and Pedestrian Program, the National Corridor Planning and Development Program, the Coordinated Border Infrastructure Program, the National Scenic Byways Program, and the National Recreational Trails Program.
- m. **Innovative Finance:** Promotes sound financial planning and innovative financing strategies (jointly with the Office of Budget and Finance).
- n. **Geographic Information Systems (GIS) Applications:** Supports the application of GIS technology for transportation planning and system evaluation/performance management.
- o. **Intermodal Systems:** Reviews and comments on proposed legislation and interfaces with OST, DOT operating administrations, and other Federal agencies to influence the development of transportation legislation, policies, regulations, and administrative procedures to assure they reflect sound planning for integrated intermodal systems.
- p. **Coordination:** Serves as the focal point in FHWA for the coordination and technical management of intermodal surface transportation access activities, including policy development and planning with OST, DOT operating administrations, and other Federal agencies.
- q. **Research:** Administers and conducts research for office functions.
- r. **Training:** Develops training courses to support intermodal and statewide transportation plans and programs.
- s. **National Defense:** In cooperation with the Department of Defense Military Traffic Management Command, evaluates changes to the Strategic Highway Network (STRAHNET) and STRAHNET connectors and develops policy guidance to integrate defense highway programs with Federal-aid system actions.

OFFICE OF METROPOLITAN PLANNING AND PROGRAMS

1. **MISSION:** Advances metropolitan transportation planning and metropolitan programs throughout FHWA and with FHWA partners and customers.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's principal advocate for metropolitan planning and metropolitan programs throughout FHWA and with our partners and customers.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives to advance DOT and FHWA Strategic Goals and Objectives through comprehensive metropolitan planning. Initiates quality self-assessments, program evaluations and system and process improvements to continually improve the quality of the Office's programs, products, and services.
 - c. **Outreach and Consultation:** Consults with FHWA's partners, customers, and field units in advancing metropolitan planning and metropolitan programs.
 - d. **Program Evaluation:** In cooperation with FTA, evaluates metropolitan programs and planning processes and uses results in program administration.
 - e. **Metropolitan Planning Process:** Proposes, develops, and implements regulations, guidance, and procedures in conjunction with FTA and other Federal agencies, for implementing the metropolitan transportation planning program required by Title 23 U.S.C.
 - f. **Planning Process Certification:** Provides direction to FHWA and FTA field staff on the conduct of planning process certifications. Provides advice to FHWA management on decisions regarding certification actions.
 - g. **Planning Grant Administration:** Administers and monitors the use of Title 23 U.S.C. funds for planning. Coordinates with FTA in the implementation of Consolidated Planning Grants.
 - h. **Planning Research:** Develops and administer a comprehensive program of planning and related research. Administers in-house and contract research program in support of intermodal, metropolitan, and statewide planning programs.
 - i. **Metropolitan Planning Models and Technical Tools:** In partnership with resource centers and division offices, develops and provides metropolitan planning methodologies to customers and stakeholders. Develops and, in cooperation with field units, deploys advanced planning methodologies, including the Transportation Analysis and Simulation System.

- j. **Land Use:** Serves as the Agency focal point for addressing land use considerations in the transportation planning process. Identifies and develops technical tools for assessing the relationship between land use and transportation investments. Identifies, develops and implements guidance and procedures for integrating land use with transportation decision making.
- k. **Congestion Management System:** Jointly with the Operations CBU and the Federal Transit Administration, oversees the congestion management system provisions of Title 23 U.S.C. 134.
- l. **Cumulative Impacts:** Provides guidance and tools for assessing the cumulative social, economic and environmental impacts of transportation investments and management strategies on a systems basis. Promotes utilization of such information and analyses in all phases of transportation decisionmaking, at both the statewide and metropolitan levels.
- m. **Training:** Develops training courses for metropolitan transportation planning. Coordinates with the National Highway Institute, the National Transit Institute, other training institutions and programs. Provides for the identification, training and utilization of FHWA field personnel as trainers for conveying the program of courses. Manages the FHWA Masters Planning and Environmental Training Program.
- n. **Empowerment Zones/Enterprise Communities, Brownfields, Access to Work, Housing, and Other Metropolitan Interagency Programs:** Works with other Federal agencies to develop integrated strategies for implementing programs. Ensures that FHWA activities support these programs.
- o. **Regulatory Development:** Provides overall staff direction, coordination, and support for planning related regulations developed through the Planning and Environment CBU, utilizing as appropriate the technical expertise of staff in other offices. Coordinates regulatory development with other DOT offices and appropriate Federal agencies outside of DOT.
- p. **Legislative Coordination:** Coordinates and administers legislative review and comments for the Planning and Environment CBU. Initiates and develops legislative proposals and coordinates with legislative counsel. Provides technical assistance to congressional offices and staff, coordinates testimony, and develops briefing materials for FHWA executives.
- q. **Service:** Provides support and assistance to FHWA Headquarters and field offices in matters relating to metropolitan planning and metropolitan programs.

OFFICE OF NATURAL ENVIRONMENT

1. **MISSION:** Protects and enhances the natural environment through FHWA programs and activities.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's principal advocate for minimizing the adverse impact of transportation on the natural environment; interfaces with other DOT operating administrations, other Federal agencies, and partners and stakeholders on legislation, policies, regulations, and administrative procedures related to the natural environment, such as EPA's newly established air quality standards and the Administration's initiatives on greenhouse gases and water quality.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives in the advancement of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates quality self-assessments and process improvements to continually improve the natural environment. Supports the Leadership Team in the development of the annual Performance Plan and supports the Administrator in the preparation of the annual Performance Agreement. Provides guidance to FHWA field and Headquarters offices on measuring progress in meeting natural environmental goals. Assists in the utilization of business metrics.
 - c. **Outreach and Consultation:** Consults with FHWA Headquarters and field offices, partners, stakeholders, and customers to advance natural environmental goals. Provides agency-wide expert professional review, comment, advice, and oversight to, and maintains close relationships with other FHWA offices, state highway agencies, other Federal and state agencies, environmental organizations, the general public, and international organizations.
 - d. **Program Evaluation:** Evaluates environmental programs and processes, and uses results in program administration.
 - e. **Process Management:** Provides training, guidance, and assistance to resource centers and others on programs, policies, and processes to meet natural environmental goals. Convenes national conferences, workshops, and other events, jointly with EPA, FTA, and other Federal agencies, to explore issues and disseminate information.
 - f. **Legislation:** Reviews or initiates legislative changes to the Clean Air Act, Clean Water Act, and other Federal environmental laws affecting transportation. Represents FHWA in Federal interagency work groups developing legislative proposals relating to the environment and transportation. Provides technical assistance to Congress on the transportation impacts of environmental legislation being considered by Congress.

- g. **Policies, Regulations, Procedures, and Guidelines:** Develops specific FHWA policies, regulations, procedures, and guidelines in the following areas: (1) highway traffic noise; (2) air quality; (3) global climate change; (4) ecosystems; (5) water quality and Clean Water Act issues; (6) wetlands; (7) threatened and endangered species; (8) fish and wildlife; (9) hazardous waste and brownfields; (10) coastal zones and coastal barrier protection; (11) right-of-way vegetation management; (12) wild and scenic rivers; (13) agricultural land; and (14) watersheds.
- h. **Congestion Mitigation and Air Quality (CMAQ) and Clean Air Act:** Effectively implements the CMAQ Improvement Program and highway-related Clean Air Act requirements, including the Transportation Air Quality Conformity process, sanctions limitations, and the integration of transportation and air quality planning activities.
- i. **Environmental Research:** Administers the FHWA Environmental Research Program by: (1) developing, conducting, and supporting environmental research and development activities related to transportation; (2) administering the Surface Transportation-Environment Cooperative Research Program (STECRP), as authorized under TEA-21, Section 5107; (3) coordinating, administering, and supporting an Advisory Board on surface transportation-environment research, as provided through the STECRP; and (4) implementing research strategies and programs as described in the FHWA Strategic Plan for Environmental Research.
- j. **Technical Tools:** Develops and distributes technical manuals, computer programs, case studies, technical advisories, audiovisual materials, and special reports related to the natural environment.

OFFICE OF HUMAN ENVIRONMENT

1. **MISSION:** Protects and enhances the human environment through FHWA programs and activities.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's principal advocate for the improvement of the human environment.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives to advance DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies relating to the human environment. Initiates quality self-assessments, program evaluations and system and process improvements to continually improve the human environment.
 - c. **Outreach and Consultation:** Consults with FHWA partners, customers, and field offices to advance human environment goals.
 - d. **Program Evaluation:** Evaluates human environment programs and processes, and uses results in program administration.
 - e. **Transportation and Communities, and System Preservation (TCSP) Program:** Develops selection criteria for the TCSP Program, solicits and reviews applications, and recommends selections. Involves OST, FTA, and other DOT agencies, EPA, and other Federal agencies in the process.
 - f. **Transportation Enhancement (TE) Program:** Provides policy guidance for the TE Program. Works with FHWA field offices to resolve difficult eligibility questions.
 - g. **Citizen Participation:** Promotes citizen participation in transportation decisionmaking. Is the primary location in FHWA for effective techniques and strategies to improve citizen participation. Develops training courses, publications, and conferences to improve citizen participation in transportation decisionmaking.
 - h. **Environmental Justice (EJ):** Provides guidance and assistance to FHWA field offices in support of EJ, coordinating with the Civil Rights SBU as appropriate. Develops training courses, publications, and other approaches to promote EJ. Works with FHWA field offices to identify and avoid potential EJ concerns or complaints.
 - i. **Historic Preservation and 4(f):** Serves as the FHWA Historic Preservation Officer. Provides policy guidance and expertise on all aspects of historic preservation. Coordinates with OST and the Advisory Council on Historic Preservation on highway projects coming before the Council for review and comment. Provides policy oversight and guidance relating to Section 4(f) of NEPA.

- j. **Flexible Highway Design, Traffic Calming, and Community Cohesion:** Promotes flexible highway design and traffic calming techniques to reduce adverse impacts on communities. Encourages emphasis on community cohesion in the transportation decisionmaking process.
- k. **Legislation and Regulations:** Develops legislative proposals and regulations in support of an improved human environment. Advises on legislation and regulations developed by other Federal entities that affect FHWA's role in the human environment.
- l. **Strategic Planning:** Serves as the lead office of the Planning and Environment CBU for FHWA Strategic Planning and Performance planning. Coordinates and supports the CBU development and implementation of Performance Plans.

OFFICE OF NATIONAL ENVIRONMENTAL POLICY ACT FACILITATION

1. **MISSION:** Improves transportation and environmental decisionmaking through application of National Environmental Policy Act (NEPA) principles and the NEPA process.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's principal advocate for the improvement of transportation and environmental decisionmaking through application of NEPA principles and the NEPA process.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives to use the NEPA process to advance DOT and FHWA Strategic Goals, Objectives and Corporate Management Strategies. Initiates quality self-assessments, program evaluations and system and process improvements to continually improve FHWA's management of the NEPA process.
 - c. **Outreach and Consultation:** Consults with FHWA partners, customers, and field units to more effectively use NEPA principles and the NEPA process to advance FHWA's goals.
 - d. **Program Evaluation:** Evaluates FHWA's management of the NEPA and process, and uses results in program administration.
 - e. **National Environment Policy Act:** Develops Agency regulations, policies, standards, and guidelines to comply with the Council of Environmental Quality regulations for implementing the National Environmental Policy Act of 1969; Title 23 U.S.C. 109(h), 128, and 138; Title 49 U.S.C. 303, and other related laws, regulations, and Executive Orders.
 - f. **Enhanced Transportation and Environmental Decisionmaking:** Develops and promotes approaches to enhance and integrate environmental decisionmaking in transportation planning, programming and projects. Establishes national goals, objectives, and priorities for interagency environmental coordination, the use of cooperating agencies, early resolution of conflicts, and "one stop" environmental processing during project development.
 - g. **Prior Concurrence:** Provides Headquarters' prior concurrence for FHWA approval of final environmental impact statements and/or NEPA Section 4(f) evaluations for designated national interest projects.
 - h. **Interagency Environmental Coordination:** Performs interagency environmental coordination with Federal agencies including DOT entities, the Department of Interior Fish and Wildlife Service and the National Park Service, EPA, U.S. Army Corps of Engineers, U.S. Coast Guard, and the Department of Agriculture Soil Conservation

Service on: (1) specific highway projects to resolve conflicts and/or expedite development and decisionmaking and (2) policy, regulatory and/or operational issues to unify and integrate Federal coordination and decisionmaking relating to funding, permits, land transfers, and other Federal actions or approvals.

- i. **Environmental Process Pilots:** Establishes and supports environmental process pilot projects, in conjunction with states and FHWA field offices, in order to test and develop better decisionmaking in the planning/environmental process.
- j. **Research and Training:** Administers contacts for and/or recommends research to improve environmental processing and project development. Develops training courses for the same purpose.
- k. **Cumulative Impacts:** Advances consideration of cumulative impacts in conjunction with NEPA documents.

OFFICE OF REAL ESTATE SERVICES

1. **MISSION:** Plans, develops, executes, and administers policies and programs implementing the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, in connection with projects administered by the FHWA and carries out Federal Lead Agency responsibilities related to the Act. Administers Title 23 U.S.C. programs involving relocation, private land donations, project financing, use of acquired rights-of-way (ROW), and the Highway Beautification Program.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's advocate for fair and prudent acquisition and management of real property, and for protecting the rights of property owners and tenants affected by the use of eminent domain in Federal programs.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives to advance DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies relating to real estate functions. Initiates system and process improvements to continually improve the quality of FHWA's realty programs, products, and services.
 - c. **Legislation, Regulations, Policy and Guidance:** Develops legislative recommendations and interprets statutory provisions relating to real estate programs under the Uniform Act (Title 42 U.S.C. 4601 et seq.), and Federal highway laws (Title 23 U.S.C.). Develops and issues regulations, policies, and guidance for these laws. Carries out these functions in cooperation with other Federal agencies, as well as FHWA field offices and other FHWA Headquarters offices.
 - d. **Technical Assistance and Training:** Provides specialized training and technical assistance on real estate matters directly to FHWA division offices, other Federal agencies, state DOTs, and others. Partners with the resource centers and Headquarters offices in developing and evaluating training courses. Develops technical and guidance materials and in some cases provides instructors.
 - e. **Research and Technology Delivery:** Identifies and conducts research and technology transfer in the area of real property acquisition and management.
 - f. **Customer Outreach and Consultation:** Seeks the views of FHWA's customers, partners, and field offices on real estate matters, and uses that information in carrying out office functions.
 - g. **Monitoring and Evaluation:** Monitors and evaluates the performance of FHWA's real estate programs. Uses results to improve program performance.

- h. **Uniform Act:** Serves as Lead Agency for the Federal Government for the Uniform Act. Advises on legislative changes to the Uniform Act. Provides Uniform Act training, advice, and technical assistance to 16 other Federal agencies. Issues and maintains the Uniform Act regulations and guidance. Monitors the Uniform Act implementation by other Federal agencies. Develops and administers policies, procedures, and specific standards relating to real estate appraisal, appraisal review, negotiation and relocation assistance and payments, consistent with the Uniform Act. Serves as a clearinghouse for information necessary to implement the Uniform Act.
- i. **Real Property Management:** Develops policies and procedures for the management of ROW, including airspace, acquired for Federal-aid transportation projects. Such activities include corridor preservation, telecommunication accommodation, the leasing of land and improvements, rest area development, disposal of excess property, and access management strategies.
- j. **Highway Beautification:** Develops regulations, policies and guidance to states and others on the Highway Beautification Act of 1965, as amended. Monitors effectiveness in providing for billboard and junkyard controls. Administers the Outdoor Advertising "Bonus" program.
- k. **Quality Improvement:** For the entire CBU, leads quality initiatives and quality assessments. For the Realty program, directs technical assessments of realty activities, and recommends operational improvements, legislative changes, and modification in policies and procedures.

FEDERAL LANDS HIGHWAY

1. **MISSION:** Provides program administration, engineering, and technical assistance; training of FHWA staff; and development and dissemination of technology relative to transportation serving Federal and Indian lands.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as advocate for Federal Agencies and Tribal Governments on transportation issues vital to Federal and Indian lands. Serves as the FHWA focal point for Indian Tribal Governments.
 - b. **Strategic Planning and Quality:** In support of FHWA's Strategic Plan, develops and implements strategic business plans including initiating quality self-assessments, program evaluations, and system and process improvements to continuously improve the quality of transportation programs, products, and services serving Federal and Indian lands.
 - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions relating to the administration of the Federal Lands Highway Programs, Defense Access Roads, other Federal roads programs, and Emergency Relief Program for Federal Roads. Develops implementing regulations, policies, and guidance. Accomplishes this function jointly with other Federal agencies.
 - d. **Technology Delivery:** Promotes the development of applied research and technology applicable to transportation serving Federal lands. Provide technology delivery and related information and knowledge sharing to Federal agencies, Indian Tribal Governments, and the FHWA's resource centers to promote innovations and best practices.
 - e. **Outreach and Consultation:** Conducts outreach and consults with Federal Lands Highway Divisions, Federal land agencies, Indian Tribal Governments, State transportation agencies and industry on transportation issues and related matters pertaining to Federal and Indian lands.
 - f. **Monitoring and Evaluation:** Monitors, collects data, and evaluates the performance of the Federal Lands Highway Program, including forest highway, park roads and parkways, Indian reservation roads, and refuge roads program categories. Uses results to improve program performance.
 - g. **Engineering Operations:** Develops and manages national policies, standards, and procedures for the design and construction of projects on Federal and Indian lands.

- h. **Managing Resources:** Provides national direction, coordination and oversight for fiscal, personnel, property, procurement, and related administrative activities for the Federal Lands Highway Program.
- i. **Professional Development:** Coordinates engineering and related training by Federal Lands Highway to support FHWA career training program, related FHWA professional development initiatives, and other Federal agency training needs.

OFFICE OF PROGRAM DEVELOPMENT

1. **MISSION:** Provides national program administration; maintains design and construction policies, guidance, and standards; and national coordination of technology deployment and dissemination for transportation on Federal and Indian lands.
2. **FUNCTIONS:**
 - a. **Program Policy and Procedures:** Develops program regulations, policies, and procedures relating to the Federal Lands Highway Program (FLHP), Emergency Relief on Federally Owned Roads (ERFO) and Defense Access Roads (DAR).
 - b. **Fund Transfers:** Authorizes FLHP fund transfers and coordinates allocated funds transfers between the Federal Lands Highway Divisions, Federal-aid Divisions (as appropriate), Washington Headquarters, and outside agencies including the U.S. Forest Service, Bureau of Indian Affairs, National Park Service, Bureau of Land Management, Fish and Wildlife Service, and Department of Defense.
 - c. **Federal Agency Collaboration:** Collaborates with other Federal agencies in the formulation of policies, goals, and standards for Federal Lands Highway projects.
 - d. **Tribal Government Contact:** Serves as FHWA point of contact for Indian Tribal governments and develops policy and guidance on Indian Self Determination and Education Assistance Act requirements relative to the Indian Reservation Roads program.
 - e. **Management Systems:** Coordinates the development and maintenance of road, pavement, congestion, safety, and bridge management systems and programs relative to the program for Federal Lands Highway projects.
 - f. **Program Development:** Manages the development and implementation of transportation planning, program planning, management techniques, and operating procedures to promote efficiency, effectiveness, safety, and consistency of programs for Federal Lands Highway projects.
 - g. **Right of Way, Utilities and Environment:** Provides program guidance and management of policies and procedures relative to Federal Lands Highway projects for assuring implementation of: (1) environmental, historic, water resources related laws and regulations, and (2) right-of-way, utilities, and uniform relocation assistance, laws, and regulations.
 - h. **Program Manuals and Guidance:** Prepares and issues manuals and guides on program planning and management, and related administrative areas.
 - i. **Emergency Preparedness:** Coordinates and provides guidance for the Federal Lands Highway Divisions' emergency preparedness activities.

- j. **Design Policies and Procedures:** Develops, issues, and maintains policies, procedures, and standards and provides guidance for project development and design.
- k. **Standard Construction Specifications:** Develops, issues and maintains standard specifications for the construction of roads and bridges on Federal Lands Highway projects and for use by other agencies, industry, and foreign countries.
- l. **Construction Policies and Procedures:** Develops, issues, and maintains contract administration and construction engineering policies, procedures, standards and guides for use on Federal Lands Highway projects and use by other Federal and foreign agencies.
- m. **Materials Sampling and Testing:** Coordinates the development, issue, and update of policies, procedures and guides for design, sampling and testing for quality control and acceptance of construction materials.
- n. **Design Standard Plans:** Coordinates the development, issue, and update of standard plans for use on Federal Lands Highway projects.
- o. **Outreach:** Coordinates and obtains input from industry, Federal Lands Highway Divisions and Washington Headquarters, and other agencies to develop new standards and specifications for design and construction of roads and bridges.
- p. **Program Evaluation:** Develops and conducts a quality assurance/quality control program to review and evaluate operational activities to improve the efficiency, effectiveness, and quality of operations, systems, procedures, and products.
- q. **Quality Improvement:** Coordinates and administers a program for value engineering, improvement of work methods, engineering standards and procedures, materials, and construction specifications.
- r. **Technology Deployment:** Promotes the development of applied research and technology applicable to transportation serving Federal lands. Provide technology delivery and related information and knowledge sharing to Federal agencies, Indian Tribal governments, Indian Tribal Local Technical Assistance Program centers, and FHWA resource centers to promote innovations and best practices.
- s. **Professional Development:** Coordinates engineering and related training by Federal Lands Highway to support FHWA career training program, related FHWA professional development initiatives, and other Federal agency training needs.
- t. **Program Reports:** Prepares, compiles, analyzes, and issues reports on FLHP, DAR and Federal Road systems' conditions and needs, and ERFO disaster reports.
- u. **Technical Assistance:** Coordinates and provides technical assistance and training to Federal and foreign agencies.

INFRASTRUCTURE

1. **MISSION:** Provides leadership, technical expertise, and program assistance in highway, pavement, and bridge programs, and in other engineering activities.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate in highway, pavement, and bridge program and engineering activities including those of design, construction, inspection, maintenance, and asset management.
 - b. **Strategic Planning and Quality:** Develops national highway, pavement, and bridge program and engineering policies and guidance in support of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates business plans, quality self-assessments, and system and process improvements to continually improve the quality of programs, products, and services.
 - c. **Legislation/Program:** Develops and evaluates legislative proposals related to highway, pavement, and bridge program and engineering and asset management issues in cooperation with other FHWA Headquarters and field offices. Develops policy and program direction including appropriate regulations to implement and interpret transportation legislation.
 - d. **Technology Delivery:** Leads, in cooperation with divisions, resource centers, and other core business units (CBU), the development of near-term Research, Development, and Technology (RD&T) program plans (roadmaps) in the areas of highway construction and physical maintenance, pavements, and structures. Assists in the marketing and dissemination of information on emerging technology resulting from such RD&T activities. In partnership with the resource centers, designs and implements programs which deploy new technologies to continuously advance the “state-of-the-best-practice” industrywide. Partners with the resource centers and other CBUs in developing and evaluating training courses related to highway, pavement, and bridge engineering, and asset management. Develops technical documents and guidance materials related to that training, and in some cases provides instructors.
 - e. **Discretionary Programs:** Establishes uniform requirements and eligibility policies for the apportionment, allocation, and use of Federal-aid highway and bridge funds, and provides for the selection of projects for discretionary funding.
 - f. **Engineering Innovation:** Coordinates and provides policy direction for initiating and implementing engineering innovation in transportation in such areas as innovative contracting procedures, and the use of innovative materials in construction projects.

- g. **Outreach and consultation:** In cooperation with the other CBUs and the field offices, provides and maintains ongoing communication links with FHWA's customers and partners and other constituencies, seeking their views and feedback.
- h. **Emergency Relief Program:** Develops and implements the Agency's emergency relief program, and, in support of national security, manages actions related to emergency declarations by the Administrator.
- i. **Asset Management:** Develops policies, and provides guidance and training related to the application of value engineering, life-cycle cost analysis, and asset management to Federal-aid highway projects and programs, and Federal-aid eligibility on the various Federal-aid categories of funds.
- j. **Highway Programs:** Coordinates and provides policy direction for the Appalachian Highway Program and the Territorial Highway Program.
- k. **National Bridge Inspection Program:** Leads FHWA's activities for the national bridge inspection program; accumulates the inspection data into a national database; and performs bridge needs analyses resulting in the apportioning of bridge funds.
- l. **Civil Rights:** Assists the Civil Rights Service Business Unit (SBU) in the development of construction related Equal Employment Opportunity (EEO) and Disadvantaged Business Enterprise (DBE) program policies and procedures.
- m. **Major Structures:** Provides for the approval for complex and unusual bridges and other structures on the Interstate System.

OFFICE OF PROGRAM ADMINISTRATION

1. **MISSION:** Administers and provides program assistance on eligibility information, geometric design of Federal-aid highways, contract administration, and innovative contracting regarding the Federal-aid highway program.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate for the Federal-aid highway program and eligibility information, geometric design of Federal-aid highways, contract administration, innovative contracting, continuous quality improvement, and related technical activities, technology development, outreach, and partnering initiatives.
 - b. **Strategic Planning and Quality:** Develops national Federal-aid highway program, geometric design, and contract administration policies and guidance in support of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates systems and process improvements to continuously enhance the quality of engineering programs, products, and services.
 - c. **Legislation/Program:** Develops and evaluates legislative proposals related to the Federal-aid highway program, contract administration, and geometric design in cooperation with other FHWA Headquarters units and the field organization. Provides program assistance in the development, analysis, and interpretation of highway legislation. Evaluates and implements new legislation relating to program areas of responsibility. Provides program assistance on questions regarding the eligible use of Federal-aid highway funds, contract administration, and the application of geometric design standards, policies, criteria, and guides.
 - d. **Technology Delivery/Highway Programs:** Leads, in cooperation with divisions, resource centers, and other CBUs, the delivery of program information and new technology in special areas of the Federal-aid highway program such as relocation and accommodation of utilities, the Emergency Relief (ER) program under Title 23 U.S.C. 125, toll highways, project oversight and approval under Title 23 U.S.C. 106, contract administration, employment of consultants for engineering services, value engineering, the Appalachian Highway Program, the Territorial Highway Program, the Interstate Highway Program, and the special interest Congressional projects such as the High Priority Projects Program.
 - e. **Discretionary Programs:** Develops policy and implementing guidance and prepares allocation plans for discretionary funds for special purpose Federal-aid construction programs.

- f. **Emergency Relief Program:** Leads FHWA's implementation of the Emergency Relief program for repairing highway facilities severely damaged by a major catastrophic or natural disaster, including the development of legislation, regulations, and policy and allocating ER funds.
- g. **Construction Cost Analysis:** Analyzes and provides information on construction contract bidding, construction materials usage, and price trends for Federal-aid highway construction contracts.
- h. **Local Roads Program:** Provides leadership and guidance to FHWA's county road advisors, and partners with local roads agencies such as the American Public Works Association, the National Association of County Engineers, and others.
- i. **Civil Rights (External):** Assists the Civil Rights SBU in the development of construction related EEO and DBE program policies and procedures.
- j. **National and International Services:** Represents the FHWA as members and officers in national and international associations. Works with associations to advance the engineering areas of geometric design and utilities, including the American Association of State Highway and Transportation Officials (AASHTO) subcommittees and related technical committees, professional societies, research entities, and public works organizations.
- k. **Technology Outreach/Partnering:** Establishes and maintains proactive interaction with FHWA's technology partners. Develops and maintains communication programs with partners and customers. Maintains and expands technology information network through the use of vehicles such as: Focus, web sites, Transporter, Public Roads, trade journals, etc. Works with AASHTO, the Transportation Research Board (TRB), industry associations, other Federal agencies and the states to develop cooperative programs, leverage resources, and co-sponsor initiatives.

OFFICE OF BRIDGE TECHNOLOGY

1. **MISSION:** Provides technical expertise for major and unusual bridges, tunnels, and hydraulic/geotechnical structures; provides policy direction and guidance for bridge inspection, replacement, and rehabilitation; and promotes innovation through technology delivery.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate in technical activities, technology development, outreach, and partnering related to bridge, tunnel, hydraulic, and geotechnical engineering.
 - b. **Strategic Planning and Quality:** Develops national bridge program and engineering policies, guidance, and goals in support of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates system and process improvements to continually improve the quality of bridge, tunnel, hydraulic, and geotechnical engineering programs, products, and services.
 - c. **Legislation/Program:** Develops and evaluates legislative proposals related to bridge engineering, bridge programs, and tunnel, hydraulic and geotechnical engineering. Develops bridge, tunnel, hydraulic, and geotechnical policy and program direction including appropriate regulations, to implement and interpret the applicable provisions of transportation legislation.
 - d. **Technology Delivery:** Leads, in coordination with the resource centers, divisions, SBUs, and other CBUs, in the development of near-term RD&T program plans (roadmaps). Establishes focus areas in the areas of bridge, tunnel, hydraulic, and geotechnical engineering. Provides leadership in implementing, marketing, and disseminating information on new and emerging technologies resulting from RD&T activities. Provides leadership, in partnership with the resource centers and other CBUs, in developing and evaluating training courses related to structural, tunnel, hydraulics, and geotechnical engineering. Develops technical documents and guidance materials related to that training, and in some cases provides instructors.
 - e. **Bridge Program Eligibility and Funding:** Provides leadership for the Highway Bridge Replacement and Rehabilitation Program. Establishes uniform requirements and eligibility policies for the apportioning and use of Highway Bridge Replacement and Rehabilitation Program funds. Provides national bridge program information and assistance in that regard to Congress, other DOT and FHWA offices, the states, industry, the media, and the public. Develops the allocation plan for the selection of projects for the bridge discretionary program.

- f. **Engineering Innovation:** Coordinates and provides policy direction for initiating and implementing bridge, tunnel, hydraulic, and geotechnical engineering innovation in transportation, including the use of innovative systems and innovative materials in bridge research and construction projects. Conducts investigations to ascertain cost, trends, and the acceptability of innovative structural products and materials.
- g. **Technical Expertise:** Provides expert level review and approval for complex and unusual bridges and other structures (e.g., tunnels, hydraulic structures, and geotechnical features) on the Interstate system. In response to and in cooperation with divisions and resource centers, provides expert level advice on structural, tunnel, hydraulic, and geotechnical design features for major and unusual bridges and structures on other public roads. Areas of expert level advice includes the specialized technical engineering areas of major bridges, tunnels, welding, hydraulic structures, and geotechnical features. Conducts expert level technical studies of design, construction, and maintenance problems for which there is little or no precedent.
- h. **National and International Association Services:** Represents the FHWA as members and officers in national and international associations. Works with associations to advance the engineering areas of major bridges, tunnels, welding, computer applications, seismic, hydraulics, and geotechnology. The associations include AASHTO subcommittees (Bridge, Design, and Materials), and related technical committees, professional societies, and research entities.
- i. **Technology Outreach/Partnering:** Establishes and maintains proactive interaction with FHWA's technology partners. Develops and maintains communication programs with partners and customers. Maintains and expands technology information network through the use of vehicles such as: Focus, web sites, Transporter, Public Roads, trade journals, etc. Works with, AASHTO, TRB, industry associations, other Federal agencies, and the states to develop cooperative programs, leverage resources, and co-sponsor initiatives.

OFFICE OF PAVEMENT TECHNOLOGY

1. **MISSION:** Administers engineering policies, develops standards and procedures, provides technical assistance, and leads innovative technology for the design and rehabilitation of highway pavements.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate for pavement materials, design, rehabilitation, and related technical activities, technology development, outreach, and partnering initiatives.
 - b. **Strategic Planning and Quality:** Develops national pavement engineering policies and guidance in support of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates systems and process improvements to continually improve the quality of the pavement engineering programs, products and services. Maintains strategic one-of-a-kind experts to perform the above and following functions.
 - c. **Legislation/Program:** Develops and evaluates legislative proposals related to pavement engineering issues in cooperation with other FHWA Headquarters units and field offices. Develops policy and program direction, including appropriate regulations, to implement and interpret transportation legislation.
 - d. **Technology Delivery:** Leads, in cooperation with the resource centers, divisions, SBUs, and other CBUs, the development of programs, RD&T plans (roadmaps), market strategies, and information dissemination techniques for the establishment of a national pavement technology program. Partners with the resource centers and other CBUs to develop training courses and materials and other technical documents related to emerging pavement engineering technology. Coordinates with related AASHTO and TRB units to develop implementation/market strategies for key national pavement technology program activities. Makes key presentations at conferences, seminars, and workshops, etc., on issues related to the national pavement technology program.
 - e. **Engineering Innovation:** Coordinates and provides policy direction for initiating and implementing engineering innovation in pavement technology in such areas as Superpave, Long Term Pavement Performance, mechanistic pavement design, life-cycle costings, high performance concrete, and pavement structural evaluation at the network-level using a rolling wheel deflectometer.
 - f. **National and International Association Services:** Provides national leadership to pavement technology program areas by representing the FHWA on intergovernmental or industry committees. Coordinates and maintains liaison with AASHTO committees, and related technical committees, professional societies, research entities,

industry associations, and public works organizations. Serves as the official FHWA representative in international organizations to facilitate international technology transfer.

- g. **Technology Outreach/Partnering:** Establishes and maintains proactive interaction with FHWA's technology partners. Develops and maintains communication programs with partners and customers. Maintains and expands technology information network through the use of vehicles such as: Focus, web sites, Transporter, Public Roads, trade journals, etc. Works with, AASHTO, TRB, industry associations, other Federal agencies, and the states to develop cooperative programs, leverage resources, and co-sponsor initiatives.

OFFICE OF ASSET MANAGEMENT

1. **MISSION:** Provides leadership and expertise in managing highway infrastructure assets utilizing progressive policies and practices that facilitate transportation investment decisions regarding preservation, improvement, operation, and technology.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate for asset management, system preservation, pavement management/analysis, bridge management/inspection construction and maintenance activities, and related technical activities, technology development, outreach, and partnering initiatives.
 - b. **Asset Management:** Provides national leadership in asset management principles for highway program administration. Develops asset management policies for pavement, bridge, and system preservation. Partners with other FHWA Headquarters and field offices, along with AASHTO and others, in conducting nationwide program.
 - c. **Strategic Planning and Quality:** Develops national policies and guidance for asset management, system preservation, pavement management, bridge management/inspection in support of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates systems and process improvements to continually improve the quality of the Infrastructure CBU's programs, products, and services.
 - d. **Legislation/Program:** Develops and evaluates legislative proposals related to asset management, system preservation, pavement management/analysis and bridge management/inspection in cooperation with other FHWA Headquarters and field offices. Develops policy and program direction including appropriate regulations to implement and interpret transportation legislation.
 - e. **Technology Delivery:** Leads, in cooperation with the FHWA resource centers, divisions and other CBUs, the development of programs, RD&T plans (roadmaps), market strategies, and information dissemination techniques. Partners with the resource centers and other CBUs to develop training courses and materials and other technical documents related to emerging technology. Coordinates with related AASHTO and TRB units to develop implementation and market strategies for key national technology program activities.
 - f. **Engineering Innovation:** Coordinates and provides policy direction for initiating and implementing engineering innovation in system preservation, pavement, and bridge management activities including life-cycle cost analysis.
 - g. **National and International Association Services:** Represents the FHWA as members and officers in national and international associations. Works with associations to advance the engineering areas of asset management, construction,

maintenance, pavements, and bridges. The associations include the AASHTO Construction, Maintenance and Bridge Subcommittees and related technical committees, research entities, industry associations, and public works organizations.

- h. **Technology Outreach/Partnering:** Establishes and maintains proactive interaction with FHWA's technology partners. Develops and maintains communication programs with partners and customers. Maintains and expands technology information network through the use of vehicles such as: Focus, web sites, Transporter, Public Roads, trade journals, etc. Works with, AASHTO, TRB, industry associations, other Federal agencies, and the states to develop cooperative programs, leverage resources, and co-sponsor initiatives.

OPERATIONS

1. **MISSION:** Provides national leadership for the management and operation of the surface transportation system, including the DOT intelligent transportation systems (ITS) program and the development of an intermodal approach to freight operations.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's advocate and national leader for the management and operations of the transportation system; DOT's ITS research and deployment program; and an intermodal approach to freight operations, including the flow of goods within the U.S., along multi-state trade and transportation corridors, and across international borders.
 - b. **Strategic Planning and Quality:** Develops and executes national policies and plans, and provides program leadership, management, and oversight for the DOT ITS Program through the ITS Joint Program Office, under the direction of the Deputy Secretary of Transportation. Provides leadership for DOT's ITS coordinating committees, as well as cross-divisional and cross-agency integrated product teams. Develops and implements policy and program initiatives for transportation operations and management, including both supply and demand management strategies, ITS, and freight operations and border crossings to advance DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates business plans, quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of the office's programs, products, and services.
 - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions related to transportation operations and management, ITS, and freight operations, including enforcement of truck size and weight. Develops regulations, policies, and guidance for these laws. Carries out these functions in cooperation with other DOT and Federal agencies, as well as FHWA Headquarters and field offices.
 - d. **Technology Delivery:** Leads the development of DOT-wide, near term Research, Development, and Technology (RD&T) program plans for ITS, and agencywide plans for transportation operations and management, and freight. Ensures that technology investments in these areas are linked to the DOT and Agency strategic and performance plans. In partnership with the resource centers, designs and implements programs which deploy new technologies and training to continuously advance the "state-of-the-best-practice" industrywide; thereby improving the performance of the surface transportation system.

- e. **Customer Outreach and Consultation:** Seeks the views of the DOT's field offices and public and private-sector customers on transportation management and operations, ITS, and freight operations issues and uses that information in carrying out office functions.
- f. **Monitoring and Evaluation:** Conducts evaluations to assess policy and program effectiveness. Uses results to improve program performance and guide future program development. In partnership with the resource centers, designs and implements feedback systems to identify and evaluate new technologies and trends for future RD&T plans and programs.
- g. **ITS Planning and Budgeting:** Through the ITS Joint Program Office, which is a distinct and separate function of the Operations Core Business Unit (CBU), conducts the strategic planning, budgeting, program evaluation, and cross Departmental coordination for the DOT ITS program.
- h. **Intermodal Freight:** Provides national leadership and develops strategy in partnership with other modes for enhancing the national and international movement of goods, and enhances the competitive position of the U.S. goods movement industry.
- i. **International Border Clearance Planning and Deployment Committee (IBCPDC):** Represents the DOT on the U.S. Department of Treasury IBCPDC and provides cross departmental coordination.
- j. **Emergency Preparedness:** In support of our national security, develops plans and programs to ensure that the Agency is prepared to respond appropriately to emergency situations.
- k. **Infrastructure Protection:** Reports through the Administrator to the OST Office of Intelligence and Security (S-60) as the FHWA point of contact for the assurance of critical infrastructure protection as required by Presidential Decision Directive (PDD) 63.
- l. **Manual on Uniform Traffic Control Devices (MUTCD):** Updates and maintains the MUTCD and supporting documentation. In partnership with the field offices, promotes and assures correct application.
- m. **National ITS Architecture and Standards:** Develops, updates and maintains the National ITS Architecture and ITS standards. In partnership with the field offices, promotes and assures correct application.
- n. **Congestion Management:** Serves as FHWA's lead for congestion management, including serving as the co-lead for Congestion Management Systems with the Planning and Environment CBU.

INTELLIGENT TRANSPORTATION SYSTEMS JOINT PROGRAM OFFICE (ITS JPO)

1. **MISSION:** Serves as the DOT's advocate and national leader for the ITS research and deployment program; develops new legislation, regulations and policies, establishes strategic direction, provides cross-departmental coordination, and monitors financial and program progress.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the DOT's advocate and national leader for the ITS research and deployment program. Maintains relationships with the ITS industry, ITS America and other similar groups, and represents ITS interests throughout the surface transportation community.
 - b. **Strategic Planning:** Establishes program direction for the DOT ITS program under the direction of the Deputy Secretary of Transportation and in support of the Department's Strategic Plan. Supports the Deputy Secretary in his/her role as chair of the ITS Management Committee and executes the policy direction developed by that body. Supports and chairs the Department's ITS Strategic Planning Group.
 - c. **Legislation, Regulations, Policy:** Develops new legislation, regulations, and policies for the DOT ITS program. Works across the Department with those responsible for carrying out these activities.
 - d. **Coordination and Monitoring:** Provides cross-departmental program coordination for the DOT ITS program. Conducts regular in progress reviews with those across the Department who are responsible for executing the ITS program elements.
 - e. **Resource Management:** Responsible for establishing, managing and tracking the ITS program budget. Provides spending control and financial accounting for the ITS program.
 - f. **Evaluation and Policy Analysis:** Tracks program progress, results, and outcomes through project tracking, program evaluations, and program assessments. Uses the results of these activities to continuously improve the planning and execution of the ITS program.
 - g. **Architecture and Standards:** Develops and augments as necessary the National ITS architecture and associated standards. Supports the use of the national architecture and standards through the development of policy, guidance, training, and testing.
 - h. **Outreach and Communications:** Communicates ITS research findings, lessons learned, policy and guidance through electronic clearinghouse, conferences, speeches, publications, and workshops.
 - i. **Cross-agency Integrated Product Teams:** Provides championing, leadership, and high level direction for ITS cross-agency integrated product teams.

OFFICE OF FREIGHT MANAGEMENT AND OPERATIONS

1. **MISSION:** Provides programs, policies, research, and technology transfer that promote efficient and seamless freight flow on the highway system and its intermodal connectors, within the U.S. and across its borders.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate and national leader for issues relating to the highway freight industry. Represents FHWA in several national and international freight industry forums, and works with other Federal agencies involved with trade policy. Facilitates and supports the development of coalitions among shippers, carriers, freight forwarders, and public agencies to improve freight operations. Supports the existing National Freight Partnership and encourages the development of multi-state relationships and projects aimed at expediting freight flow in the U.S. Facilitates the identification and resolution of legal, institutional, and standards issues that impede the efficient movement of goods.
 - b. **Strategic Planning, Legislation, Policy, and Guidance:** Takes a leadership role in developing the intermodal goods movement vision, mission, strategies, and tactics for the FHWA, and represents the organization in developing the same for DOT. Develops policies and programs that promote efficient and seamless freight flow on the highway system and its intermodal connectors within the U.S. and across its borders. Where appropriate, develops legislative recommendations and interprets statutory provisions impacting the efficiency and productivity of freight operation. In particular, focuses on legislation, regulation, and development of programs that: ensure compliance with truck size and weight requirements, promote efficient movement across international borders, and encourage harmonization of standards and regulations affecting the freight industry.
 - c. **Program Management:** In collaboration with industry partners, FHWA field resources and state and local agencies, facilitates the development of partnerships, networks, associations, and agreements to develop efficient freight operations on high speed, multi-state trade / transportation corridors, and at key intermodal connectors. Shares a leadership role with the Planning and Environment CBU in administering the National Corridor Planning and Development Program and the Coordinated Border Infrastructure and Safety Program. Serves as the lead office within FHWA to provide support and management for the International Border Clearance Planning and Deployment Committee initiatives. Leads integrated product teams for cross-cutting freight programs and technology implementation.

- d. **Information and Analysis:** Develops metrics for freight productivity and engages in a program of data collection and analysis to assess goods movement trends and needs, gauge productivity of key corridors and intermodal connectors, and assess highway program contribution to freight productivity. In partnership with other U.S. DOT partners, industry, and public agencies, uses the information to identify and evaluate effectiveness of policies, programs, and technology applications. Conducts special studies, competitive analyses, benchmarking studies and economic analyses necessary to develop policy strategy and legislative programs necessary to continually improve freight productivity.
- e. **Monitoring and Evaluation:** Conducts evaluations to periodically assess program effectiveness. Uses results to improve program performance and guide future program development. Initiates system and process improvements to continually improve the quality of the Office of Freight Management and Operations.
- f. **Research, Demonstration and Technology Testing:** In collaboration with the RD&T Service Business Unit (SBU), industry and public sector stakeholders, defines a freight research agenda. Working with partners within FHWA, DOT, industry, and state and local governments, carries out demonstrations and evaluations of innovative practices, new technology applications and infrastructure designed to expedite the flow of goods movement, including hazardous cargo. In partnership with the resource centers and the Professional Development SBU, develops training material to expand the understanding of the logistics discipline by FHWA staff and its traditional partners.
- g. **Customer Outreach and Consultation:** Seeks the views of key DOT partners and external stakeholders on ways to improve freight productivity, and on issues that affect it. Provides information to these partners and stakeholders on current and emerging technologies, practices, and programs designed to improve efficiency.
- h. **Truck Size and Weight Enforcement:** Provides guidance and support to FHWA field offices regarding the annual state certification of compliance with truck size and weight regulations, recommends penalties as appropriate, and reports annually on overall compliance. Develops training and guidance as needed to support FHWA field staff and state and local governments in enforcing these requirements. Conducts studies and regulatory changes as required for more effective, efficient, and equitable enforcement of these provisions.

OFFICE OF TRAVEL MANAGEMENT

1. **MISSION:** Provides products, services, technical support, and assistance to the FHWA field organization for the planning, development, and deployment of integrated travel management and information systems. Focuses on area-wide policies, programs, and systems that are multimodal or multi-agency in their implementation.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate and a national leader for advancing the state of the art and practice in the operations of metropolitan, rural, and statewide surface transportation systems to enhance mobility, efficiency, productivity, and safety. Represents FHWA in various national and international forums dealing with these issues. Facilitates and supports the Incident Management Coalition and the ITS National Association Working Group. Advocates and supports the FHWA field structure in developing strong relationships with city and county level surface transportation operators.
 - b. **Strategic Planning:** Takes a leadership role in defining and developing the vision, mission, performance targets, strategies, and tactics for Operations offices as a core business within the FHWA. Develops and executes national policies and program initiatives designed to enhance travel management for the purpose of achieving the mobility efficiency, productivity, and national security goals established in the FHWA and DOT Strategic Plans. Develops policy and provides program direction for the FHWA emergency preparedness program.
 - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative initiatives, recommendations, statutory interpretations, and guidance related to integrated travel management, including ITS architecture and standards consistency, Congestion Management Systems (co-responsibility with the Planning and Environment CBU) and emergency preparedness.
 - d. **Program Management:** Co-leads the administration of the Congestion Management Systems Program and requirements with the Planning and Environment CBU. Administers various demonstration programs dealing with supply and demand management, including value pricing, emergency preparedness, and ITS deployment.
 - e. **Technology Delivery:** Develops the technology applications, products, practices, standards, and tools to improve routine and emergency travel management, including urban and rural traffic management systems, traveler information systems, crash notification systems, and travel demand management techniques (including value pricing). In partnership with the resource centers, designs and implements programs which deploy market-ready technologies, tools, procedures, and planning to continuously improve the state-of-the-practice, as well as associated training.

- f. **Advanced Product, Development Testing and Demonstration:** In collaboration with the Office of Traffic Operations, the ITS Joint Program Office, RD&T, as well as external stakeholders, defines the Operations research agenda within FHWA and provides leadership in coordinating national research in this area. Supports the development, demonstration, field operational testing and evaluation of practices, policies, technology systems, standards, and architecture designed to enhance the efficient operation of the surface transportation system. Participates in cross cutting integrated product teams and takes a lead where the primary mission is enhanced systems management.
- g. **Customer Outreach and Consultation:** Seeks the views of DOT field offices, and public and private-sector customers on the development and implementation of transportation management technologies and strategies and uses that information in carrying out office functions. In partnership with the resource centers, provides information to its customers on the current and emerging technologies and strategies to improve transportation management.
- h. **Information and Analysis:** Develops measures and indices of traffic congestion and system efficiency. Collects appropriate data and develops models, and simulation tools to monitor system efficiency, identify problems and estimate the value of new technologies, strategies, and programs in achieving Agency goals. Conducts special studies as required.
- i. **Monitoring and Evaluation:** Conducts evaluations to assess policy and program effectiveness. Uses results to improve program performance and guide future program development. Initiates system and process improvements to continually improve the quality of the Office of Travel Management's programs, products, and services.
- j. **ITS Deployment:** Provides support to the field structure for ITS deployment.
- k. **Emergency Preparedness:** Coordinates the development of FHWA emergency preparedness plans, including the development and implementation of a continuity of operations plan for Washington Headquarters. Maintains reliable emergency communications system for the Agency and provides emergency preparedness training. Supports RSPA's Office of Emergency Transportation with monitoring and reporting of crisis situations.

OFFICE OF TRANSPORTATION OPERATIONS

1. **MISSION:** Provides products, services, technical support, and assistance to the FHWA field organization for the development, design, and implementation of transportation operations technologies and practices. Focuses on project level traffic operations and highway maintenance and operations.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate and a national leader for advancing the state of the art and practice in traffic operations and highway maintenance and operations. Represents FHWA on a variety of national and international technical forums dealing with traffic control, weather response, and system maintenance. Coordinates with other departments dealing with weather and represents the Agency's interests with the Office of the Federal Coordinator for Meteorological Services. Advocates and supports the FHWA field structure in developing strong relationships with city and county level surface transportation operators.
 - b. **Strategic Planning:** Where appropriate, develops and executes national policies and program initiatives in support of the DOT and FHWA Strategic Plans, to facilitate the safe and efficient operation of the surface transportation system.
 - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and interprets statutory provisions related to transportation operations. Develops and issues regulations, policies and guidance for transportation operations, including the MUTCD. Maintains, updates, and provides guidance on the use of ITS standards.
 - d. **Technology Delivery:** Develops and demonstrates products, tools, and practices to improve traffic operations, including traffic control devices, work zone operations, highway capacity analysis, traffic flow, and access management. Working with the Infrastructure CBU, develops strategies and techniques for improving the efficiency and effectiveness of maintenance management, including weather response practices. In partnership with the resource centers, develops training material to advance the state of the practice in operations and system maintenance. Working with both the resource centers and industry, designs and implements programs to advance the adoption of market-ready technologies.
 - e. **Advanced Product Development, Testing and Demonstration:** In collaboration with the Office of Travel Management, and RD&T, defines the transportation operations research agenda. Supports the development, demonstration, field operational testing, and evaluation of advanced technologies, standards, and practices designed to improve the mobility of people and goods, and/or enhance the efficiency of the surface transportation system. Supports the development, application and dissemination of simulation models designed to enhance operating decisions.

Participates in cross cutting integrated product teams and takes a lead where the primary mission is operations improvement.

- f. **Customer Outreach and Consultation:** Seeks the views of DOT's field offices, and public and private-sector customers on the development and implementation of transportation operations technologies and strategies and uses that information in carrying out office functions. Provides information to its customers on the current and emerging technologies and strategies to improve transportation operations.
- g. **Information and Analysis:** Develops appropriate data, modeling and simulation tools to carry out analyses necessary to support a transportation operations mission, science, and practice. In partnership with other FHWA offices, public agencies, and the private sector, uses the information developed to identify and evaluate new technologies, standards, practices, regulations, and programs.
- h. **Monitoring and Evaluation:** Conducts evaluations to assess policy and program effectiveness. Uses results to improve program performance and guide future program development. Initiates system and process improvements to continually improve the quality of the Office of Transportation Operations programs, products, and services.
- i. **Manual on Uniform Traffic Control Devices:** Updates and maintains the MUTCD and supporting documentation. In partnership with the field offices, promotes and assures correct application.

OFFICE OF OPERATIONS TECHNOLOGY SERVICES

1. **MISSION:** Supports the Operations CBU in matters relating to program support, corporate management strategies, policy analysis, quality improvement, technology delivery, and program communications.
2. **FUNCTIONS:**
 - a. **Advocacy:** Supports the Operations CBU in its role as an advocate for continuous improvement in each of the seven quality cornerstones (Leadership, Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resources Development and Management, Process Management, and Business Results), in developing performance targets for the office, and in evaluating overall program and management effectiveness.
 - b. **Strategic and Performance Planning:** In coordination with the Corporate Management SBU), facilitates the advancement of the DOT and FHWA Strategic Plans, the annual Performance Plan, and the Administrator's Performance Agreement by the Operations Offices. Tracks progress of the office against these plans/agreement.
 - c. **Program Evaluation and Quality:** In coordination with the Corporate Management SBU, facilitates the conduct of quality self-assessments and program and process reviews. Assists the management team in diagnosing areas for improvement and provides support for making needed changes.
 - d. **Policy Analysis:** Supports the Operations CBU leadership with management and policy analysis that frames key strategic issues and that provides insight in making budget tradeoffs. Handles major legislative initiatives and works with key stakeholders in and out of the Department to keep them informed. Coordinates with the Policy SBU.
 - e. **Advanced Product Development:** Works with the Operations offices, RD&T, the academic community, and other stakeholders to develop a research agenda that advances the science of transportation management and operations. Coordinates with the Operations offices to assure transition of advance products into the mainstream business development and deployment process.
 - f. **Professional Development:** Works with the Professional Development SBU, the resource centers, and the university community to coordinate the resources and efforts necessary to support the development and execution of new training, and to advance the development of transportation operations curricula in universities. Similarly works with RD&T to coordinate resources and efforts necessary to package marketing materials, mobile demonstrations, exhibits, and the like. Coordinating with several support units within FHWA, supports the external communication, Internet

communication, publication, correspondence, and media response required in the Operations unit.

- g. **Program Support:** Provides personnel, budget, accounting, and information technology support to the Operations offices. Coordinates with the Administration SBU.

SAFETY

1. **MISSION:** Provides national leadership and advocacy in the development and implementation of strategies and programs to continuously reduce the number and severity of highway crashes involving both motorized and non-motorized travelers on the Nation's highways, streets, bicycle/pedestrian facilities, and intermodal connections.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate and a national leader for the elimination of highway crashes, and highway safety infrastructure and other safety programs, including safe highway, bicycle, and pedestrian facilities. Advances state-of-the-art and practice in these facilities and other safety technologies and practices. Serves as the grant programs and state highway safety program activity advocate. Advocates and supports the FHWA field offices in developing strong relationships with state, tribal, and local transportation and safety agencies and other public and private sector partners. Provides national and international leadership to improve the safety of all highway users, both the motorist and bicyclist/pedestrian, for local communities as well as through traffic. Serves as an advocate for highway safety and bicycle/pedestrian programs relating to international issues.
 - b. **Strategic Planning and Quality:** Coordinates within FHWA and other DOT agencies policy and strategic plan development designed to implement and achieve national policies and program initiatives to facilitate the highway and bicycle/pedestrian safety infrastructure and other safety aspects of the surface transportation system. Develops strategies to assist Division Offices to ensure that national highway safety policy objectives are reflected in state safety program activities. Provides leadership to FHWA's Safety Strategic goal as the agency's goal manager. Develops and initiates quality self assessments, program evaluations, and system and process improvements to continuously improve the quality of programs, products, and services.
 - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions relating to FHWA's highway safety mission. In coordination with other FHWA organizations, as appropriate, provides technical assistance to Congressional authorizing and appropriations committees in developing legislative recommendations and interpreting statutory provisions related to safety. Develops and issues regulations, policies, and guidance for state and local transportation agencies. Provides guidance on safety performance goals, policies, and criteria for all public roads, and bicycle/pedestrian facilities. Provides guidance on the inclusion of infrastructure safety and other safety initiatives into standards for intelligent transportation systems (ITS), streamlining Federal-aid policies, procedures, and guidelines to facilitate the deployment of ITS.

- d. **Safety Information and Analysis:** Serves as the FHWA national leader to ensure FHWA Divisions have the expertise to conduct and to perform safety data analysis to support program activities with state partners. Identifies data needs to carry out analyses necessary to support a safety mission, collects data, and performs data analyses to determine accident trends and to evaluate FHWA's safety program and policy effectiveness. In cooperation with the Planning and Environment Core Business Unit and the Policy Service Business Unit, works to assure that data resources are available and address safety issues. Develops, maintains, and uses information systems to support highway and bicyclist/pedestrian infrastructure and other safety programs. Prepares recurring and special reports based on highway, user, and crash statistics and safety needs information. Provides analytic and statistical support for program development and evaluation of programs relating to highway infrastructure and safety activities. Analyzes highway safety crash trends and evaluates program effectiveness in reducing the number and severity of crashes. Researches crash causation and exposure data. Conducts cost/benefit analyses and regulatory flexibility analyses in support of new or revised legislation. In partnership with other FHWA and departmental organizations, and the public and private sectors, uses the information and results to identify and evaluate policies, practices, and technologies. Develops and implements policies, regulations, and guidance on highway safety grant programs. Provides policy guidance to the Federal Lands Highway Core Business Unit as it works with other Federal agencies to develop safety management systems. Provides technical assistance to resource centers, divisions, and states, as requested. With the resource centers and divisions, assists the states with data information systems to ensure the most accurate, complete, and timely data are available for national and state data analyses. Advises the DOT Safety Council on information and data issues that support the Department's efforts to develop joint policies, outreach initiatives, and training efforts for multidisciplinary safety programs. Promotes the safety management process, including Safe Communities. Develops and promotes the Road Safety Audits process.
- e. **Safety Programs:** Coordinates with other Core Business Units to initiate and develop national highway and bicycle/pedestrian facility safety programs to eliminate highway crashes, fatalities, and injuries, including planning, development and operations, and coordinates as appropriate with other FHWA and departmental organizations, other Federal agencies, and the public and private sector. Actively seeks to include a public involvement element in the decisions that affect safety innovations in communities and neighborhoods. Coordinates with the Operations Core Business Unit regarding the development and implementation of the national program to improve safety and mobility in highway work zones. Serves as the agency's focal point for responses to National Transportation Safety Board (NTSB) recommendations, coordinating the development of NTSB recommendations and tracking the implementation of the recommendations. In cooperation with the

Operations Core Business Unit, directs the speed management program with the National Highway Traffic Safety Administration (NHTSA). Coordinates the Highway Safety Improvement program. Directs the national program to improve hazardous railroad-highway crossing locations in coordination with the Federal Railroad Administration (FRA). Cooperatively with the Federal Lands Core Business Unit, works to improve safety on Federal Lands.

- f. **Safety Council:** Serves as the agency's primary liaison to the DOT Safety Council involving all major national and international safety activities and initiatives. In partnership with the Department's Safety Council, as well as the Federal Motor Carrier Safety Administration, NHTSA, FRA, the Research and Special Programs Administration, the Federal Transit Administration, and other Federal agencies, develops joint policies, outreach initiatives, and training efforts for broad based and multidisciplinary safety programs to ensure maximum collaboration within DOT and to avoid duplication of effort.
- g. **Technology Delivery:** In cooperation with other Core Business Units, Resource Centers, and the Research, Development, and Technology Service Business Unit, develops and demonstrates broad based and multidisciplinary products, tools, and practices to improve highway safety, including roadway features, visibility under adverse environmental conditions, roadside hardware, highway rail crossings, pedestrian and bicyclist facilities, accommodations for disabled highway users, traffic control devices, work zones, utility poles, and speed management. In partnership with the resource centers, divisions, and the Professional Development Service Business Unit, develops training material to advance the state-of-the-practice in highway safety. Working with both the resource centers and industry, designs, implements, and delivers programs to advance the adoption of market-ready technologies. Seeks the views of other FHWA and departmental organizations, and public and private-sector customers, including academia as appropriate, on the development and implementation of highway and bicycle/pedestrian safety technologies and strategies and uses that information in carrying out office functions. Provides information to customers on the current and emerging technologies and strategies to improve highway safety. Acts as a technology and information clearinghouse for resource centers, divisions, and states on information relating to highway safety grant management programs. Helps to coordinate the development of international highway safety standards and requirements, and works with the appropriate offices to identify and share highway safety technology applications and requirements. In cooperation with the Planning and Environment, Operations, and Infrastructure Core Business Units, provides support for international highway safety activities, and works with the Federal Lands Highway Core Business Unit, resource centers, and divisions to identify and deploy highway and bicycle/pedestrian safety

technology. In cooperation with the Research, Development, and Technology Service Business Unit, develops the multi-year and annual Highway Safety Research and Development Program Plan.

- h. **Advanced Product Development, Testing, and Demonstration:** In cooperation with the Operations and Infrastructure Core Business Units, and other DOT, academia, and private sector partners, supports the development, demonstration, field testing, and evaluation of emerging technologies, standards, and practices designed to improve the safe movement of people and goods, and/or enhance the safety of the surface transportation system. Supports the development, application, and dissemination of technologies designed to enhance highway safety. Participates in cross-cutting integrated product teams and takes a lead where the primary mission is improving highway safety. Provides support for international highway safety activities.
- i. **Monitoring and Evaluation:** Monitors the implementation of activities by other FHWA organizations and departmental modes, industry, and other partners and customers to ensure that highway and bicycle/pedestrian safety is embraced in their programs. Assesses the impact of FHWA's policies, funds, and programs on highway and bicycle/pedestrian safety. Uses results to improve program performance and guide future FHWA program development. Initiates system and process improvements to continually improve highway safety infrastructure and safety programs, products, and services.
- j. **Outreach and Consultation:** Seeks the views of the Department's field offices, state and local governments, and the private sector on the development and implementation of highway safety infrastructure and other safety technologies, programs and strategies and uses that information in carrying out office functions. Provides information to partners and customers on current and emerging technologies and strategies to improve highway safety, including Context Sensitive Design. Assesses the community impact of issues relating to pedestrians, persons with disabilities (including parking issues), local roads, bicycles, and utility poles. Seeks to assure that the interest of the users and the community are addressed in safety considerations. Advises the DOT Safety Council on information and data issues that support the Department's efforts to develop joint policies, outreach initiatives, and training efforts for multidisciplinary safety programs inside and outside of government. Represents FHWA through a variety of technical forums dealing with highway safety, including roadside design and hardware safety, pedestrian and bicyclist safety, speed management, and highway rail grade crossing safety. Coordinates with other departments dealing with Native American highway safety, ITS, traffic control devices, and work zone safety, and represents the Agency's safety interests with organizations such as the National Safety Council, Roadway Safety Foundation, American Association of State Highway and Transportation Officials

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(AASHTO), Transportation Research Board (TRB), the National Cooperative Highway Research Program, the National Association of Governors' Highway Safety Representatives, bicyclist and pedestrian associations, Operation Lifesaver, the Institute of Transportation Engineers (ITE), the American Traffic Safety Services Association (ATSSA), the American Road and Transportation Builders Association (ARTBA), and the American Public Works Association.

- k. **Communications and Marketing Assistance:** Provides and maintains communication, marketing assistance, outreach, and coordination services for all highway safety infrastructure and other safety initiatives and activities, including FHWA-wide publications (Public Roads and Transporter magazines, etc.) in support of highway and bicycle/pedestrian safety programs. Coordinates with several support units within FHWA, supports the external communication, Internet communication, publication, correspondence, and media response. Partners and consults with state and local officials and other stakeholders in the public and private sectors that are concerned with FHWA's safety initiatives, programs, regulations, and research on highway and bicycle/pedestrian facility safety issues. In partnership with the field offices, develops and conducts public education efforts and media relations to support the highway and bicycle/pedestrian facilities safety programs. Works with a broad spectrum of internal and external stakeholders in the public and private sectors concerned with FHWA's safety program to develop and implement a communication strategy to eliminate highway crashes and promote safe transportation. Involve and interact with the marketing/media specialists in the resource centers. Coordinates with AASHTO, TRB, private organizations (such as ATSSA, ITE, and ARTBA), bicyclist/pedestrian organizations, and others to develop implementation and market strategies for key national technology program activities. Provides information to its customers on current and emerging technologies and strategies to improve highway safety.

POLICY

1. **MISSION:** Provides support and assistance to FHWA, DOT, and the Congress on policy development and execution, policy information needs, and international programs.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA advocate for national program policies, policy information needs and legislative initiatives in support of DOT, and FHWA strategic goals. Develops, facilitates, and coordinates national and international initiatives and maintains feedback systems designed to evaluate the effectiveness of initiatives.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan quality self-assessments and program evaluation initiatives in the advancement of FHWA goals and implements strategies designed to produce continuous quality improvement within the Policy Service Business Unit (SBU).
 - c. **Research and Technology Delivery:** Conducts research in support of highway policy, information management, and international programs. Leads in the development and implementation of research in these areas and technology plans and road maps to achieve strategic goals in those areas and provides policy and information analysis tools to the field for state and local use.
 - d. **Legislation/Program:** Develops legislative proposals in cooperation with other Headquarters units and FHWA's field offices. Implements new requirements in cooperation with core business units (CBU) and the division offices. Develops policy and program direction including the development of appropriate regulations where appropriate.
 - e. **Long Range Strategic Planning:** Provides agencywide leadership for strategic policy development including environmental scanning, outreach, and identification of emerging issues. Performs trend forecasting and analysis and identifies potential new Federal roles. Supports the Leadership Team in the development of the FHWA Strategic Plan and provides for coordination within FHWA and with OST, the Office of Management and Budget (OMB), and the Congress on the strategic planning process.
 - f. **Developing National Highway/Transportation Policy:** Provides leadership in formulating, implementing, and analyzing national transportation policy, programs, and financing initiatives in cooperation with OST and other modes and communicates these initiatives within FHWA, DOT, OMB, to the Congress, and to state and local governments. Represents FHWA on the DOT-wide Policy Council.

- g. **National Transportation Policy Studies:** Develops, monitors, evaluates, and implements national transportation policy studies and pilot programs in areas including future investment requirements; user fees and cost recovery; highway linkages to economic productivity; truck size and weight policy; and programs to eliminate evasion of motor fuel tax payments. In coordination with the Operations CBU, provides leadership for value pricing initiatives.
- h. **National Highway/Transportation Information Management:** Develops and implements a program of national highway information collection, management, and analyses in areas including highway system extent, usage and performance, financing, travel, and fuel consumption to serve Agency policy and decisionmaking needs. Plans and conducts national surveys of household travel demand and customer satisfaction in cooperation with other modes. Supports nationwide users and providers of highway data through publications, web access, and specialized assistance. Coordinates with the Bureau of Transportation Statistics (BTS) on data issues with DOT-wide implications.
- i. **International Activities:** Provides overall leadership and strategic direction and facilitation for FHWA's international activities, including: technological exchange and assistance programs; bilateral cooperation with Canada, Mexico, and other developed and developing countries; and FHWA's participation in international organizations, e.g., the Permanent International Association of Road Congress (PIARC) and Organization for Economic Cooperation and Development (OECD). Provides support to the U.S. highway community in its international activities, including the American Association of State Highway Transportation Officials (AASHTO), the Transportation Research Board (TRB), OST, other Federal agencies, and industry efforts to promote U.S. technology and expertise abroad.

OFFICE OF INTERNATIONAL PROGRAMS

1. **MISSION:** Provides overall leadership and strategic direction and facilitation for FHWA's international activities.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA lead and advocate for the U.S. highway community internationally through participation in international organizations; bilateral cooperation with Canada and Mexico, and other developed and developing countries; and support for international activities undertaken by U.S. highway-related organizations such as AASHTO and TRB, as well as other Federal agencies in the area of transportation. Provides support to the U.S. private sector for highway-related activities abroad.
 - b. **Strategic Planning and Quality:** Develops and implements international initiatives to advance the DOT's and FHWA's international goals and objectives, and implements strategies designed to produce continuous quality improvement within the unit. Supports the FHWA and DOT Strategic Plan by providing guidance and advice on international issues related to highway transportation and technology.
 - c. **Research and Technology:** Supports the FHWA's research efforts through the coordination and management of the FHWA's scanning program which provides the U.S. highway community with specific information on high-priority technology available internationally. Coordinates research and technical exchanges with other developed countries, as well as technology transfer and assistance to selected countries to improve transportation and trade corridors and protect the natural environment.
 - d. **Pan American Institute of Highways (PIH):** Provides the Headquarters functions of the PIH, including the positions of Director General, Executive Director, and contract staff, as well as all administrative and support functions pertaining to technology transfer and exchange activities. Undertakes limited technical assistance and exchange initiatives in support of the network.
 - e. **Intermodal Coordination:** Serves as lead point of contact and coordinator for FHWA with the other international offices within the Department and OST for all international activities and initiatives. Works with other offices within the Department, U.S. foreign affairs agencies, and international organizations to develop and implement technology transfer and assistance programs in select foreign countries in support of U.S. foreign policy objectives.
 - f. **Customer Service and Outreach:** Provides support to all FHWA offices for all international initiatives, including foreign travel, technical exchanges, and programs. Conducts outreach to the U.S. highway community regarding the FHWA's international activities as well as the informational resources available to the Federal, state, and local level customers from abroad.

OFFICE OF HIGHWAY POLICY INFORMATION

1. **MISSION:** Provides support and assistance to FHWA, DOT, the Congress, and other customers in developing and analyzing policy related data and information for highway and intermodal transportation decisionmaking.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA lead and advocate to assess national highway policy data and information needs for administration and congressional reporting on highway extent, condition, performance, financing, highway trust fund attribution, and future investment requirements; apportionment data needs; national highway statistics reporting; and strategic plan data needs.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives in the advancement of FHWA goals and implements strategies designed to produce continuous quality improvement within the unit. Provides data in support of the FHWA and DOT Strategic Plan. In cooperation with the Corporate Management SBU, develops initiatives to improve data quality.
 - c. **Research and Technology:** Conducts research and analysis in support of national policy information and decision making needs as well as information collection, editing, and analysis tools and technologies for states and metropolitan planning organizations (MPOs) in support of the intergovernmental data partnership. Supports Resource Centers in dissemination of these tools to states and MPOs.
 - d. **National Highway Policy Information Program:** Develops and implements a program of national highway information collection, management, and analyses in areas including highway system extent, usage and performance, financing, travel, and fuel consumption to serve Agency policy and decision making needs. Plans and conducts national surveys of household travel demand and customer satisfaction in cooperation with other modes and BTS.
 - e. **Intermodal Data Coordination:** Serves as lead point of contact for FHWA with the BTS in assembling highway data into the Department's intermodal data base, assessing appropriate data standards, and developing appropriate indicator data sources for the Department's Strategic Plan.
 - f. **Monitoring and Evaluation:** Develops, facilitates, and coordinates feedback systems to evaluate the effectiveness of initiatives and guide future program direction. Conducts appropriate data process reengineering initiatives in cooperation with the field and our partners and stakeholders.
 - g. **Customer Service and Outreach:** Supports nationwide users and providers of highway data through publications, web access, and specialized assistance and seeks customer feedback on the effectiveness of initiatives.

OFFICE OF TRANSPORTATION POLICY STUDIES

1. **MISSION:** Provides support and assistance to FHWA, DOT and the Congress on policy development and execution including analysis of major policy issues impacting highway transportation for the future.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA lead and advocate for national program policies and legislative initiatives in furtherance of DOT and FHWA strategic goals.
 - b. **Strategic Planning and Quality:** Develops and implements quality assessments and evaluations in areas including economic/productivity agendas and pilot programs.
 - c. **Legislation/National Highway Transportation Policy:** Provides leadership in formulating, analyzing and implementing national transportation policy issues such as rural initiatives and initiatives for an aging population, in cooperation with OST and other modes and communicates these to customers and partners. Supports the CBU's participation in the DOT Policy Council. Provides in depth analysis, including economic impacts, of issues and alternatives for future policy.
 - d. **National Transportation Policy Studies:** Designs, implements, and evaluates national studies and pilot programs including user fee/cost allocation studies; highway linkages to domestic productivity and international competitiveness; and truck size and weight analyses of impacts of alternative scenarios. Manages a program involving 50 states, the District of Columbia, and Puerto Rico and the Internal Revenue Service (IRS) to eliminate evasion of motor fuel tax payments. Coordinates with the Operations CBU on value pricing initiatives. Provides leadership on value pricing outreach, project development and project awards.
 - e. **Policy Research:** Conducts research and develops analysis tools in support of policy studies and reporting to Congress, and provides these tools to states for their policy uses.

OFFICE OF LEGISLATION AND STRATEGIC PLANNING

1. **MISSION:** Provides support and assistance to FHWA, DOT, and the Congress on policy development and execution including coordination of the Agency legislative program.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as the FHWA lead and advocate for national highway legislative initiatives development, coordination, and communication in furtherance of DOT and FHWA strategic goals.
 - b. **Strategic Planning and Quality:** Develops and implements quality assessments and evaluations in areas including strategic planning, visioning, and legislative initiatives. Leads in the outreach, evaluation, and feedback mechanisms for review and revision of the FHWA Strategic Plan and uses findings to input the budget process. Provides Policy-wide support on quality initiatives.
 - c. **Legislation/National Highway Transportation Policy:** Provides leadership in formulating, analyzing and implementing national transportation policy and legislation in cooperation with OST and other modes and communicates these to customers and partners. Provides analysis of issues and alternatives for future legislation as well as assessments of legislation proposed by others.
 - d. **National Transportation Policy Studies:** Designs, implements and evaluates national studies including conditions and performance (C & P) reports. Coordinates extensively within DOT and with customers and partners on alternative investment scenarios for the future and on options for achieving updated, user-friendly C & P reports.
 - e. **Customer Service and Dissemination:** Manages activities to relate highway programmatic and financing information to all 50 states, the District of Columbia, and Puerto Rico and to other customers and partners through provision of financing Federal-aid highways courses, highway trust fund primers and related efforts.
 - f. **Policy Research:** Conducts research and development of tools for investment scenario analysis and provides these tools to states for their policy uses.

ADMINISTRATION

1. **MISSION:** Develops agencywide policies and provides support and assistance to FHWA's core business units (CBUs), service business units (SBUs), and field offices in matters relating to human resources (HR), budget and finance, acquisition, administrative support services, and information systems and technology.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as an advocate for issues and programs involving HR, finance and budget, acquisition, and information technology (IT), and serves as the focal point for these programs.
 - b. **Strategic Planning:** Develops and implements action/business plan initiatives in the advancement of established DOT and FHWA goals and objectives. Develops and initiates quality self assessments, program evaluations, and system and process improvements to continuously improve the quality of administrative programs, products, and services.
 - c. **Legislation/Programs:** Develops legislative recommendations and administers statutory provisions relating to administrative programs. Develops policy and direction for administrative programs.
 - d. **Human Resources:** Develops and administers programs that will provide comprehensive HR management and development for the Agency. Provides HR advice and services to Headquarters and through the Atlanta and Lakewood Human Resource Centers to the field offices. In coordination with the Professional Development SBU, identifies, develops, and administers FHWA employee training and development.
 - e. **Budget and Finance:** Develops and administers programs that ensure an effective budget process, proper utilization and accounting for Agency resources, and improved financial management practices. Manages the Federal-aid apportionment process and the tracking of Federal-aid expenditures. In coordination with the Planning and Environment CBU, and other Agency units, provides leadership in the development and promotion of innovative financing initiatives.
 - f. **Acquisition Management:** Develops and administers an acquisition program in support of program offices. Assists in the development of, and administers, contracts, grants, and cooperative agreements.
 - g. **Support Services:** Administers management and administrative support services for FHWA customers and others aimed at improving management efficiency and effectiveness of FHWA programs and operations.
 - h. **Information Systems and Technology:** Develops and manages programs that provide agencywide information systems, IT support services, an IT infrastructure, and internal and external data access to support the Agency's strategic goals and information needs.

OFFICE OF BUDGET AND FINANCE

1. **MISSION:** Develops agencywide policies and provides support and assistance to FHWA Headquarters and field offices related to formulation and execution of Agency budgets, and the proper utilization and accounting of Agency resources. Provides support and assistance to state transportation agencies and other program partners in improving financial management practices. Provides technical support to the Congress and other program partners in deliberations regarding financial aspects of Federal surface transportation programs.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as an advocate for quality financial management practices and, in conjunction with the Planning and Environment Core Business Unit (CBU), develops and promotes innovative finance initiatives to advance surface transportation projects. Serves as the Agency focal point for these programs.
 - b. **Strategic Planning:** Develops and executes action/business plan initiatives in support of established DOT and FHWA goals and objectives. Develops and executes system and process improvements to continuously improve the quality of financial programs, products, and services.
 - c. **Legislation/Programs:** Develops legislative recommendations and interprets statutory provisions relating to the financing of Federal surface transportation programs. Develops policy and program guidance for financial aspects of Federal surface transportation programs.
 - d. **Budget Formulation and Execution:** Develops budgetary levels in conjunction with other FHWA offices that support approved program plans. Allocates and administers financial and ceiling control aspects of Agency personnel resources within approved employment ceilings, fiscal constraints, and other criteria.
 - e. **Fiscal Management:** Administers a nationwide highway project reporting system (Financial Management Information System). Provides information to FHWA and Departmental management, state transportation officials, other Federal agencies, and the Congress.
 - f. **Accounting Services:** Administers a system of accounting (Departmental Accounting and Financial Information System) for the resources and programs of FHWA.
 - g. **Innovative Finance:** Provides consulting and advisory services to FHWA management and to state transportation officials, Federal agencies, and other interested parties concerning program and project financing techniques (in coordination with the Planning and Environment CBU).
 - h. **Quality Financial Management:** Provides leadership in the cooperative development of modern financial management practices in the states in connection with Federal surface transportation programs carried out through those organizations.

OFFICE OF INFORMATION AND MANAGEMENT SERVICES

1. **MISSION:** Develops agencywide policies and provides support and assistance to FHWA's CBUs, SBUs, and field offices in matters relating to management and administrative support services and information systems and technology.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as an advocate for issues and programs involving management and administrative support and information systems and technology and serves as the focal point for these programs.
 - b. **Strategic Planning:** Develops and implements action/business plan initiatives in the advancement of established DOT, FHWA, and the Administration SBU's goals and objectives. Develops and initiates quality self assessments, program evaluations and system and process improvements to continuously improve the quality of programs, products, and services in assigned areas of responsibility.
 - c. **Legislation/Program:** Develops legislative recommendations and administers statutory provisions relating to management and administrative support services and information systems and technology programs. Develops policy and direction for these activities.
 - d. **Support Services:** Administers management and administrative support services for FHWA customers and others aimed at improving management efficiency and effectiveness of FHWA programs and operations. Services include: management consulting, organization, audit liaison, committees, records, public availability of information, directives, forms, reports; nationwide voice and data telecommunications, space management, personal property, motor vehicles, occupational safety, energy conservation, communication security; printing, publications, graphics, exhibits, video, and distribution.
 - e. **Information Systems and Technology:** Develops and manages programs that provide agencywide information systems, IT support services, an IT infrastructure, and internal and external access to support the Agency's strategic goals and information needs. This includes administering FHWA information resources management policy and programs and providing leadership and technical direction in developing, designing, and installing management information systems throughout the Agency.

OFFICE OF HUMAN RESOURCES

1. **MISSION:** Develops agencywide policies and provides support and assistance to FHWA's CBUs, SBUs, and field organizations in matters relating to human resources (HR). Develops and administers programs that provide comprehensive HR management and development for the Agency. Provides HR advice and services to Headquarters and through the Atlanta and Lakewood Human Resource Centers to the field organization. In coordination with the Professional Development SBU, identifies, develops, and administers FHWA employee training and development.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as an advocate for HR issues and programs involving employment, career advancement, career development, diversity, position classification, compensation, employee benefits, labor management relations, and counseling, and serves as the focal point for these programs.
 - b. **Strategic Planning and Quality:** Develops and implements action plans and initiatives for the advancement of established DOT and FHWA goals and objectives. Develops and initiates quality self assessments, program evaluations, and system and process improvements to continuously improve the quality and delivery of HR programs, products, and services.
 - c. **Monitoring and Evaluation:** Monitors, collects data, and evaluates the work life and HR programs throughout the Agency. Uses results to improve HR program performance and delivery.
 - d. **Outreach and Consultation:** Conducts outreach activities to reach students and prospective employees, and provides internal consultative services to managers, supervisors, and employees on a wide range of HR related issues including position management and classification, staffing and recruitment strategies, diversity, succession planning, training and development, labor management relations, employee conduct and discipline, employee benefits, and wellness programs.
 - e. **Policy/Programs:** Administers statutory provisions relating to HR programs. Develops policy, procedures, systems, and direction for carrying out HR programs agencywide.
 - f. **Planning and Systems Development:** Directs or conducts large scale studies of HR systems assessments to aid in HR strategic planning and subsequent personnel and automated systems development. Develops and administers a wide variety of information systems and record keeping related to employment, compensation, training, benefits, and employee recognition.

- g. **Human Resources Services:** Administers a wide range of agencywide HR programs aimed at providing managers and employees with high quality service related to employment, position classification, compensation, labor management relations, employee conduct and discipline, benefits, and employee recognition.
- h. **Training and Development:** Administers the FHWA-wide training and development system encompassing courses, short and long-term professional and career development programs, and supporting processes for planning, budgeting, assessment, evaluation, and reporting. In coordination with the Professional Development SBU, assures that the overall FHWA training and development program scope and content are aligned with the FHWA strategic objectives and meet long term Agency needs.

OFFICE OF ACQUISITION MANAGEMENT

1. **MISSION:** Develops and implements acquisition policy, procedures, and guidelines for all elements of FHWA, including the Federal Lands Highway Program and provides agencywide oversight of acquisition activities. Manages an operational acquisition program on behalf of FHWA Headquarters. Awards and administers contracts, interagency agreements, simplified acquisitions, grants, and cooperative agreements on behalf of FHWA's CBU's and SBU's; provides advice and counsel to FHWA's field organizations on acquisition issues.
2. **FUNCTIONS:**
 - a. **Advocacy:** Promotes a climate within FHWA of ethics and integrity with respect to acquisition. Promotes continual streamlining of the acquisition cycle. Actively promotes increased participation of small, disadvantaged, and women-owned businesses and minority institutions in the FHWA acquisition program.
 - b. **Strategic Direction:** Develops and implements quality action initiatives for the Office of Acquisition Management in the advancement of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates FHWA-wide quality self-assessments, customer surveys, and process improvements to continually improve the quality of acquisition services provided. To the extent existing systems cannot be relied upon, adopts automated systems that can provide timely, accurate and relevant data in support of Agency and Departmental strategic goals, plans and performance agreements.
 - c. **Outreach and Consultation:** Works closely with FHWA CBU's, SBU's, and field offices to ensure open and continuous coordination and cooperation in the advancement of a quality-based acquisition program. Manages the Headquarters Special Emphasis Program, providing advice and counsel to small, small disadvantaged, women-owned businesses, and minority institutions on FHWA contracting opportunities.
 - d. **Information and Analysis:** Pursues continuous evolution in electronic commerce to improve the efficiency and effectiveness of the acquisition business process. Measures the performance, efficiency and productivity of acquisition services provided; applies process reviews to achieve continuous improvement. Maintains automated capability to generate information to support performance measurement and decisionmaking.
 - e. **Legislative, Regulatory, Policy and Guidance:** Develops and implements FHWA-wide acquisition policy, procedures, and guidance. Serves as Agency focal point for analysis and comment on the implications of proposed acquisition-related legislation, regulations, policy, guidance, and directives. Responsible for the FHWA contracting officer warrant program.
 - f. **Professional Development:** Develops and conducts formal training for FHWA's CBU's, SBU's, and field offices on acquisition topics. Ensures that all FHWA acquisition professionals are in compliance with Governmentwide acquisition workforce competency standards.

RESEARCH, DEVELOPMENT, AND TECHNOLOGY

1. **MISSION:** Leads in the development of a nationally coordinated research and technology program; champions the advancement of highway technological innovation in support of FHWA strategic goals and performance objectives; advances knowledge through research, development, testing, and evaluation services; and provides support and assistance throughout FHWA in matters relating to research, development, and technology (RD&T).
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's advocate and provides national leadership in the research and development of new highway and transportation technologies. Champions advancement of highway technological innovation which supports FHWA strategic goals and performance objectives.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives in the advancement of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates self-assessments regarding quality, program evaluations and system and process improvements to continually improve the quality of programs, products, and services.
 - c. **Legislative/Program:** Provides technical support to the core business units (CBUs) in the development and analysis of RD&T legislative proposals and prepares overall Agency proposals. Assists the CBUs in the assessment and evaluation of crosscutting RD&T initiatives.
 - d. **Technology Delivery:** Supports the CBUs in the development of near term RD&T Program Plans. Supports the CBUs and the resource centers in the development and delivery of new technologies, and assists in the design and implementation of feedback systems to evaluate the effectiveness of new technologies.
 - e. **Outreach and Consultation:** In cooperation with the CBUs, other service business units (SBUs), and field offices, provides and maintains ongoing communication links with FHWA's customers and partners, and other constituencies seeking their feedback. Partners with the resource centers in the design and implementation of feedback systems to identify and evaluate new technologies and to continually update evolving needs and trends for future research plans and programs.
 - f. **Monitoring and Evaluation:** Develops and maintains systems for collecting and analyzing data and trends to evaluate policy and program effectiveness. Uses results to improve program performance.

- g. **Research Agenda Scanning:** Facilitates the planning and development of a collaborative, inclusive outreach process intended to identify future targets of research opportunity within the larger national RD&T agenda. Develops a cooperative plan for advance research initiatives which are higher-risk, potentially higher-payoff areas where work is unlikely to be undertaken by other programs or partners.
- h. **National Programs:** Provides Agency leadership for policy development and the administration of nationwide RD&T programs including: the National Cooperative Highway Research Program (NCHRP); the Small Business Innovation Research Program; the Technology Deployment and Partnerships Program; and the research activities portion of the State Planning and Research Program (SP&R). In cooperation with CBU's and the resource centers, develops and implements feedback systems regarding the effectiveness of research products from these programs.
- i. **RD&T Budget:** Leads the coordination and preparation of FHWA's annual budget request for the overall RD&T program.
- j. **Resource Management:** Carries out the internal administrative needs of RD&T and requirements of managing the operations of the Turner Fairbank Highway Research Center (TFHRC). This includes all required activities in the areas of personnel, training, finance and budget (ABS system, administrative budget), acquisition management and control (procurement integrity), inventory control, facility management (buildings, grounds, etc.) oversight, and administration of computer network and communications needs.
- k. **Research Liaison:** Provides FHWA's principal point of contact within the DOT and with national and international transportation research organizations (National Science Foundation (NSF), Transportation Research Board (TRB), State Highway and Transportation Officials (AASHTO), Organization for Economic Cooperation and Development (OECD)). Leads in the technical negotiations of international research agreements.
- l. **Conduct Research and Field Tests:** Conducts a research and development program in areas such as pavements, structures, highway safety and operations (including intelligent transportation systems) at FHWA's TFHRC and at other locations using a variety of research approaches including staff research, contract research, and cooperative research activities with other public and private researchers. Partners with the CBU's to conduct field test and evaluation of new and cutting edge technologies. Provides assistance to the CBU's and resource centers in the demonstration field tests of market ready technologies.
- m. **Technology Transfer Assistance:** Provides assistance and service to the CBU's and resource centers in support of cross-cutting technology transfer services and expertise, including marketing, development of technology packages, networks for disseminating technology information, and fostering partnerships for technology sharing.

- n. **Communications and Marketing Assistance:** Provides and maintains communication, marketing assistance, outreach and coordination services for all RD&T related activities, including FHWA-wide media (Public Roads and Transporter magazines, etc.) in support of RD&T programs.
- o. **New Product Acceptance:** In cooperation with the CBU's, the resource centers, and the division offices, monitors the customer acceptance of new products from the RD&T programs. Evaluates benefits and provides corrective assistance where necessary.
- p. **Professional Development:** Provides opportunities for knowledge and skill development in RD&T for FHWA career employees as well as other non-federal transportation professionals.

OFFICE OF PROGRAM DEVELOPMENT AND EVALUATION

1. **MISSION:** Develops and executes policy, budget, program management, and administrative mechanisms to enable a nationwide FHWA research, development, and technology program to be carried out in cooperation with our partners. This includes initiatives in the areas of strategic planning and quality, outreach and consultation, research and technology liaison, legislative development and interpretation, program monitoring and evaluation, research agenda scanning, and RD&T budget development.
2. **FUNCTIONS:**
 - a. **National Programs:** Provides Agency leadership for policy development and the administration of nationwide RD&T programs in the following areas: the NCHRP; the Small-Business Innovation Research Program; the Technology Deployment and Partnerships Program; and the research activities portion of the SP&R programs. In cooperation with the CBUs and the resource centers develops and implements feedback systems regarding the effectiveness of research products from these programs. With partners (AASHTO Standing Committee on Research, Research Advisory Committee, NCHRP, SP&R, universities, Research and Technology Coordinating Council (RTCC), TRB, etc.), leads overall development of national RD&T program at the agencywide level and coordinates appropriate areas with the CBUs.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives in the advancement of DOT and FHWA Strategic Goals, Objectives and Corporate Management Strategies. Develops and coordinates RD&T input to the Agency's strategic and performance plans. Initiates quality self-assessments, program evaluations and system and process improvements to continually improve the quality of programs, products and services.
 - c. **Outreach and Consultation:** In cooperation with the CBUs, other SBUs, and the field offices, provides and maintains ongoing communication links with FHWA's customers and partners, and other constituencies seeking their feedback. Partners with the resource centers in the design and implementation of feedback systems to identify and evaluate new technologies and to continually update evolving needs and trends for future research plans and programs. Coordinates with entities such as the White House Office of Science and Technology Policy, DOT Research and Technology Coordinating Committee, and others.
 - d. **Research and Technology Liaison:** Provides FHWA's principal point of contact within the Department of Transportation and with national and international transportation research organizations (NSF, TRB, AASHTO, OECD). Leads in the technical negotiations of international research agreements. Provides liaison with other FHWA units regarding RD&T activities, including liaison on shared efforts with the Professional Development SBU to coordinate technology transfer function and activities related to the Local Technical Assistance Program.

- e. **Legislative/Program:** Provides legislative analysis and support for RD&T, including drafting and reviewing RD&T legislation, and providing technical assistance to Congress. Provides technical support to the CBUs in the development and analysis of legislative proposals. Assists the CBUs in the assessment and evaluation of crosscutting RD&T initiatives, and provides overall research management and policy expertise.
- f. **Monitoring and Evaluation:** Develops program evaluation and performance measurement framework for overall RD&T program. Develops and maintains systems for collecting and analyzing data and trends, including customer service evaluation, to evaluate policy and program effectiveness. Uses results to improve program performance.
- g. **Research Agenda Scanning:** Facilitates the planning and development of a collaborative, inclusive outreach process intended to identify future targets of research opportunity within the larger national RD&T agenda. Develops an overall cooperative plan for advance research initiatives which are higher-risk, potentially higher-payoff areas where work is unlikely to be undertaken by other programs or partners.
- h. **RD&T Budget:** Leads the coordination and preparation of FHWA's annual budget request for the overall RD&T program, including support to FHWA's RD&T executive decision process.

OFFICE OF RESEARCH AND TECHNOLOGY SERVICES

1. **MISSION:** Develops and executes a comprehensive RD&T communications strategy and plan in support of FHWA-wide RD&T programs and the technology delivery needs of the CBUs and resource centers, and supports the network of communications and marketing staff throughout FHWA to assure wide adoption of best practices. Provides assistance, expertise, and professional /administrative services to the CBUs and resource centers to support technology delivery initiatives.
2. **FUNCTIONS:**
 - a. **Technology Transfer Assistance:** Provides Agency focal point for best practices for technology transfer and expertise on the “technology of technology transfer.” Provides assistance and service to the CBUs and resource centers in support of cross-cutting technology transfer services and expertise, including marketing, development of technology packages, networks for disseminating technology information, and fostering partnerships for technology sharing. Support technology transfer and technology delivery through maintenance of cooperative agreements with states and procurement mechanisms available to CBUs and resource centers, including professional and administrative services contracts. In cooperation with Office of Program Development and Evaluation, provides assistance to CBUs and resource centers in design and implementation of feedback systems to evaluate effectiveness of new technologies.
 - b. **Communications Planning and Information Dissemination:** Develops and conducts RD&T communications strategy and plan in support of agencywide RD&T programs and the technology delivery needs of the CBUs. Establishes and maintains FHWA RD&T reports center and RD&T information dissemination network, including website development and coordination in support of the RD&T program.
 - c. **Communications and Marketing Assistance:** Provides and maintains communication and marketing assistance, outreach, and coordination services for all RD&T related activities; including FHWA-wide media (publications such as Public Roads and Transporter Magazines, FOCUS, etc.), website development, CD ROM production, support for presentations, exhibits, and speech writing and marketing support (marketing expertise, coordination with other FHWA marketing specialists).

OFFICE OF INFRASTRUCTURE RESEARCH AND DEVELOPMENT

1. **MISSION:** Continually improves infrastructure-related technology through research, development, and testing; through an outreach process to identify future targets of opportunity; and with the pursuit of advanced research initiatives. Supports CBUs and resource centers in the development of near-term RD&T program plans and projects; demonstration field tests of technologies; and evaluation of customer needs, acceptance, and benefits of new infrastructure-related products.
2. **FUNCTIONS:**
 - a. **Technology Delivery:** Supports the Infrastructure CBU in the development of near term RD&T Program Plans. Supports the Infrastructure CBU and the resource centers in the development and delivery of new technologies, and assists in the design and implementation of feedback systems to evaluate the effectiveness of new technologies.
 - b. **Conduct Infrastructure-Related Research and Field Tests:** Conducts a research and development (R&D) program in pavements, structures, materials, and other infrastructure areas at FHWA's TFHRC and at other locations using a variety of research approaches including staff research, contract research, and cooperative research activities with other public and private researchers. Partners with the CBUs to conduct field test and evaluation of new and cutting edge technologies. Provides assistance to the CBUs and resource centers in the demonstration field tests of market ready technologies.
 - c. **Technology Services:** Provides and maintains world-class R&D facilities in support of national highway needs; provides technology analysis services, available directly to states, including laboratory testing, forensic analysis, etc.
 - d. **New Product Acceptance:** In cooperation with the Infrastructure CBU, the resource centers, and the division offices, monitors the customer acceptance of new infrastructure products from the RD&T programs. Evaluates benefits and provides corrective assistance where necessary.
 - e. **Research Agenda Scanning/Advanced Research:** Carries out the planning, development, and execution of a collaborative, inclusive outreach process intended to identify future targets of research opportunity regarding infrastructure elements of the RD&T agenda. Develops a cooperative plan for advance research initiatives which are higher-risk, potentially higher-payoff areas where work is unlikely to be undertaken by other programs or partners.
 - f. **Professional Development:** Provides opportunities for professional development and mutual exchange of expertise in technical areas through rotations, Interagency Personnel Assignments (IPA), etc., at TFHRC for CBU and resource center staff as well as state and academic personnel.

OFFICE OF SAFETY RESEARCH AND DEVELOPMENT

1. **MISSION:** Continually improves safety-related technology through research, development, and testing; through an outreach process to identify future targets of opportunity; and with the pursuit of advanced research initiatives. Supports CBUs and resource centers in their goal to eliminate highway crashes in the development of near term RD&T program plans and projects; demonstration of field tests of technologies; and evaluation of customer needs, acceptance, and benefits of new safety-related products.
2. **FUNCTIONS:**
 - a. **Technology Delivery:** Supports the safety functions in the development of near term RD&T Program Plans. Supports the FHWA safety elements and the resource centers in the development and delivery of new technologies, and assists in the design and implementation of feedback systems to evaluate the effectiveness of new technologies.
 - b. **Conduct Safety-Related Research and Field Tests:** Conducts a research and development program in highway safety at FHWA's Turner-Fairbank Highway Research Center (TFHRC) and at other locations using a variety of research approaches including staff research, contract research, and cooperative research activities with other public and private researchers. Partners with the CBUs to conduct field test and evaluation of new and cutting edge technologies. Provides assistance to the CBUs and resource centers in the demonstration field tests of market ready technologies.
 - c. **Technology Services:** Provides and maintains world-class R&D facilities in support of national highway needs; provides technology analysis services, available directly to states and local governments, including laboratory testing, forensic analysis, etc.
 - d. **New Product Acceptance:** In cooperation with the resource centers and divisions, monitors customers' acceptance of new infrastructure safety products from the RD&T programs. Evaluates benefits and provides corrective assistance where necessary.
 - e. **Research Agenda Scanning/Advanced Research:** Carries out the planning, development, and execution of a collaborative, inclusive information gathering process intended to identify future targets of research opportunity regarding safety elements of the RD&T agenda. Develops a cooperative plan for advance research initiatives which are higher-risk, potentially higher-payoff areas where work is unlikely to be undertaken by other programs or partners.
 - f. **Professional Development:** Provides opportunities for professional development and mutual exchange of expertise in technical areas through rotations, IPAs, etc., at TFHRC for CBU and resource center staff as well as state and academic personnel.

Vertical line denotes a change.

OFFICE OF OPERATIONS RESEARCH AND DEVELOPMENT

1. **MISSION:** Continually improves operations-related technology through research, development, and testing; through an outreach process to identify future targets of opportunity; and with the pursuit of advanced research initiatives. Supports CBUs and resource centers in the development of near term RD&T program plans and projects; demonstration field tests of technologies; and evaluation of customer needs, acceptance, and benefits of new operations related products.
2. **FUNCTIONS:**
 - a. **Technology Delivery:** Supports the Operations CBU in the development of near term RD&T Program Plans. Supports the Operations CBU and the resource centers in the development and delivery of new technologies, and assists in the design and implementation of feedback systems to evaluate the effectiveness of new technologies.
 - b. **Conduct Operations-Related Research and Field Tests:** Conducts a research and development program in operations (including ITS) at FHWA's TFHRC and at other locations using a variety of research approaches including staff research, contract research, and cooperative research activities with other public and private researchers. Partners with the CBUs to conduct field test and evaluation of new and cutting edge technologies. Provides assistance to the CBUs and resource centers in the demonstration field tests of market ready technologies.
 - c. **Technology Services:** Provides and maintains world-class R&D facilities in support of national highway needs; provide technology analysis services, available directly to states, including laboratory testing, forensic analysis, etc.
 - d. **New Product Acceptance:** In cooperation with the Operations CBU, the resource centers, and the division offices, monitors the customer acceptance of new infrastructure products from the RD&T programs. Evaluates benefits and provides corrective assistance where necessary.
 - e. **Research Agenda Scanning/Advanced Research:** Carries out the planning, development, and execution of a collaborative, inclusive outreach process intended to identify future targets of research opportunity regarding operations elements of the RD&T agenda. Develops a cooperative plan for advance research initiatives which are higher-risk, potentially higher-payoff areas where work is unlikely to be undertaken by other programs or partners.
 - f. **Professional Development:** Provides opportunities for professional development and mutual exchange of expertise in technical areas through rotations, IPAs, etc., at TFHRC for CBU and resource center staff as well as state and academic personnel.

PROFESSIONAL DEVELOPMENT

1. **MISSION:** Serves as an “in-house consultant” for training and learning, providing access, assistance, and expertise to all of FHWA, including the core business units (CBUs), service business units (SBUs), and the field offices.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as an advocate for the assessment of needs, the development of long-term plans, and the provision of resources for training and learning. Provides a liaison to the Leadership Team and the resource centers, to promote a climate of learning and development. Encourages an agencywide focus on professional development.
 - b. **Partnership:** Provides a focal point within FHWA to reach-out to external organizations to establish partnerships for learning and professional development throughout the transportation community. With these partners, promotes a systematic approach to identify and then meet the needs for training the nation's current and future transportation workforce.
 - c. **Strategic Direction:** Facilitates the development of a strategic vision and objectives for professional development, as well as strategies for the achieving these objectives including business plans, quality self-assessments, and program evaluations. Through a collaborative process with the Office of Human Resources, the National Highway Institute (NHI), and other organizations, identifies available resources and develops a coordinated budget which will serve as the basis for allocating budget authority within FHWA for advancing these strategies. Facilitates the development of performance measures and milestones for evaluating overall program performance, effectiveness, and benefits. Provides guidance on the analysis of trends in areas such as internal skills and capacity, education, employment, and training trends, to assess overall strengths, weaknesses, and opportunities.
 - d. **Program Management:** Manages the NHI. Assists the CBUs, SBUs, and field offices in developing and delivering NHI courses, including the certification of trainers, the cataloging and scheduling of courses, and establishing the overall program standards. For FHWA, also serves as the lead for the University Transportation Centers Program and the Local Transportation Assistance Program.
 - e. **Outreach and Consultation:** In cooperation with the other CBUs and the field offices, provides and maintains ongoing communication links with FHWA's customers and partners and other constituencies seeking their views and feedback.

- f. **Innovation:** Develops and maintains a knowledge of training technology and innovations to enhance learning and development. Serves as a knowledgeable resource for distance learning technology applications, technology trends and forecasts, and the impact of technology on budgets, delivery systems, and learning strategies.
- g. **Performance Development:** Serves as a catalyst to strengthen the tie between training/learning and performance, particularly to meet critical needs within FHWA for core competencies. Encourages collaborative efforts to enhance the link between training/learning and performance.

CORPORATE MANAGEMENT

1. **MISSION:** Facilitates the continuous improvement of FHWA's programs, processes, and products in response to customer needs.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's principal advocate for the advancement of the Quality Cornerstones (Leadership, Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resource Development and Management, Process Management, and Business Results) throughout FHWA; the analysis and utilization of data for program assessment; knowledge management and sharing, and the enhancement of our relationships with our partners and customers.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives in the advancement of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of programs, products, and services.
 - c. **Performance Planning:** In coordination with OST, the FHWA Leadership Team, the core business units (CBUs), service business units (SBUs), field offices, and partners and customers, champions the effective deployment of the Strategic Plan. Supports the Leadership Team in the development of the Annual Performance Plan and supports the Administrator in the preparation of the Annual Performance Agreement. Provides guidance to the CBUs, SBUs, and field offices on techniques and practices for tracking Strategic Plan initiatives and measuring progress. Assists in the development and utilization of business metrics.
 - d. **Outreach and Consultation:** Works closely with the CBUs, SBUs, resource centers, division offices, and partners and customers to ensure open and continuous coordination and cooperation in the advancement of the Quality Cornerstones, the development and implementation of the Strategic Plan, the sharing and transfer of knowledge, and the collection, analysis and dissemination of information.
 - e. **Program Evaluation:** Provides training, guidance, and assistance to CBUs, SBUs, resource centers, division offices in cooperation with the resource centers, and partners and customers, in the evaluation of programs and processes, documentation of best practices in response to customer needs, and strategic planning goals and objectives.
 - f. **Process Management:** Provides training, guidance, and assistance to CBUs, SBUs, resource centers, and others in the analyses of processes and the application of sound business principles in reengineering for continuous improvement.

- g. **Information and Analysis:** Develops and maintains capabilities to assist CBUs, SBUs, and field offices in the identification and utilization of information to support performance measurement and decisionmaking.
- h. **Knowledge Sharing and Transfer:** Champions and facilitates the development of processes and systems to support the acquisition and storage of, and shared access to, information assets. Works with the Leadership Team, CBUs, SBUs, field offices, and customers and partners, to document, exchange, and evaluate best practices and state-of-the-art technologies. Continuously monitors cross-cutting team results and information exchange media to inculcate a culture of shared knowledge and continuous learning.

CHIEF COUNSEL

1. **MISSION:** Provides legal advice and services regarding all aspects of FHWA's programs and the representation of FHWA in legal or administrative proceedings, and works with state and local government transportation attorneys and other customers to enhance the understanding and application of Federal laws and procedures relating to transportation.
2. **FUNCTIONS:**
 - a. **Advocacy:** As FHWA's legal advocate, provides representation and other legal services in connection with any litigation or administrative proceeding involving FHWA or its officials and provides appropriate liaison and assistance to the Department of Justice and the Office of the General Counsel on such matters.
 - b. **Legislation:** Performs all legal services and coordinates all activities in connection with the Administration's legislative program; drafts legislative proposals, prepares reports on legislation, prepares testimony and responds to congressional inquiries involving legislative matters; attends congressional hearings and other congressional staff meetings to assist committees and DOT officials, provides technical assistance to Congress and its committees and staff; develops, with the assistance of the core business units (CBU) and service business units (SBU), appropriate comments on bills, proposed bills, and resolutions as they affect the FHWA and its programs
 - c. **Regulations:** Provides legal advice and services in connection with the development and coordination of all FHWA regulations and reviews directives and rulemaking actions for legal sufficiency and compliance with applicable Federal laws, Executive Orders, and regulations, including providing a counsel to serve as the Federal Regulations Officer.
 - d. **Alternative Dispute Resolution and Negotiations:** Provides legal advice, support, and other services to facilitate dispute resolution, including alternatives to litigation, and in the development of consensual rulemaking, including, as appropriate, negotiated rulemaking.
 - e. **Motor Carrier:** Provides to the FMCSA, on a temporary basis, legal services including litigation support for all issues related to the motor carrier and safety functions including, but not limited to, safety, hazardous materials, minimum financial responsibility, and commercial drivers' license regulations; vehicle size and weight; the motor carrier safety assistance program; the North American Free Trade Agreement and border crossing issues; registration requirements applicable to for-hire motor carriers; and the transportation of household goods in interstate commerce. Note: Legal services provided to the FMCSA are stated in a Memorandum of Understanding.

- f. **Adjudication of Motor Carrier Safety Enforcement and Other Matters:** Provides to the FMCSA, on a temporary basis, legal advice and services in connection with motor carrier and hazardous materials proceedings, motor carrier noise emission standards, commercial driver licensing, hazardous materials, and minimum financial responsibility.
- g. **Infrastructure:** Provides legal advice and services in connection with all matters relating to highway, pavement, and bridge engineering and related activities, including design, financing, and construction. Provides legal advice and services in connection with compliance with Federal civil rights laws; disadvantaged business enterprise programs, and Federal labor requirements on Federal-aid highway projects.
- h. **Environment and Real Estate:** Provides legal advice and services, including litigation support, in connection with environmental, social, and economic aspects of the Federal-aid Highway Program, and the application of all environmental laws to the program. Provides legal advice and services relative to statewide and metropolitan planning, land acquisition, land use, condemnation, control of right-of-way, airspace utilization, and relocation assistance.
- i. **Administration:** Provides legal advice and services in connection with internal personnel, civil rights, ethics, and contract issues; performs legal services with regard to authorizations, apportionments, appropriations, limitations, and related budgetary and fiscal matters, including preparation of certificates of apportionment to implement authorizations. Provides legal advice in connection with public access to government information, including under the Freedom of Information Act.
- j. **Fiscal Services:** Provides legal assistance regarding determinations of eligibility for Federal funding, authorizations, apportionments, appropriations, limitations, and related budgetary and fiscal matters, including preparation of certificates of apportionment to implement authorizations. Provides legal advice and services related to current and innovative financing of highway projects.
- k. **Federal Lands/Native American Issues:** Provides legal advice and services to the Federal Lands Highway CBU, and the Federal-aid Program regarding Native American issues; legal services including the application of environmental laws and regulations in these areas.
- l. **Operations/Research, Development, and Technology:** Provides legal advice and services to the Operations CBU, including issues related to Intelligent Transportation Systems, the Manual on Uniform Traffic Control Devices, and vehicle size and weight; also provides legal advice and services to the Research, Development, and Technology SBU.

Vertical line denotes a change.

- m. Safety: Provides legal advice and services related to Federal-aid highway safety programs including the Hazard Elimination Program and the Highway/Rail Safety Crossing Program. Provides legal advice and services related to safety programs jointly administered with the National Highway Traffic Safety Administration, including the review of the States' compliance with Federal requirements dealing with minimum drinking age, seat belt use, open containers, and repeat intoxicated drivers.

CIVIL RIGHTS

1. **MISSION:** Manages and promotes civil rights (CR) programs to ensure fair and equitable treatment of all persons employed or affected by FHWA and the programs and activities of its recipients, sub-recipients, and contractors irrespective of race, color, religion (in the context of employment), gender, national origin, age, or disability.
2. **FUNCTIONS:**
 - a. **Advocacy:** Provides national CR leadership, leveraging resources within and through a diverse array of partners to ensure that objectivity and proper evidentiary standards are applied in CR decisions. Actively promotes equal opportunity programs and functions.
 - b. **Strategic Planning and Quality:** Coordinates the development of FHWA's CR strategic initiatives and monitors implementation. Ensures consistency with, and support of, the FHWA and DOT strategic goals which have CR implications. Establishes systems to monitor and measure the adequacy, impact, and effectiveness of programs, processes, functions, and initiatives. Establishes efficient monitoring systems which provide timely and relevant data.
 - c. **Legislative, Regulatory, Policy and Guidance:** Develops new legislation, regulations, policies, programs, initiatives, standards, and procedures; and analyzes and comments on the CR implications of proposed legislation, regulations, policy, guidance, and directives.
 - d. **Outreach and Consultation:** Maintains liaison with the Departmental Office of Civil Rights (DOCR), other Federal agencies, minority and women's organizations, contractor associations, unions, American Indian tribal governments and organizations, disability rights advocates, and others to obtain their perspectives on proposals. Partners with resource centers and division offices to seek insights on proposals and to obtain input on needs. Works with the American Association of State Highway and Transportation Officials' Civil Rights Subcommittee, and the Transportation Research Board's Disadvantaged Business Enterprise (DBE), American Indian Issues, and Environmental Justice committees.
 - e. **Monitoring and Evaluation:** In cooperation with the division offices, monitors the programs and activities of Federal-aid recipients; in partnership with recipients, monitors sub-recipients, contractors, subcontractors, material suppliers, vendors, involved unions, and consultants to determine compliance with applicable CR laws. Evaluates the effectiveness of jointly administered interagency and cooperative agreements, or memoranda-of-understanding. As warranted, conducts special reviews to determine compliance of recipients in response to certain complaints of discrimination with respect to program impacts. Conducts reviews of CR processes and program operations in Headquarters, field offices, surface transportation

agencies, and others to determine adequacy, effectiveness, and impacts of FHWA CR requirements.

- f. **Resource Management:** Develops and implements annual plans for allocation and commitment of DBE and On-the-Job Supportive Services funds. Leverages training resources by involving FHWA Headquarters, resource centers, and division offices, and state agency personnel as trainers.
- g. **Professional Development:** Develops, adopts, assesses, and coordinates the presentation of training in CR concepts, programs, functions, and standards to increase the capability and capacity of FHWA, state, contractor, union, and American Indian tribal governments. Establishes and coordinates a CR “core curriculum” and standards for certification at the basic, intermediate, and advanced levels of CR program management.
- h. **Technical Assistance:** Provides technical assistance to Headquarters, and in partnership with the resource centers, to FHWA field staff on internal and external CR program issues.
- i. **Lead Agency:** Provides leadership and direction as Lead Agency in the FTA/FRA/FHWA/DOT Memorandum of Understanding (MOU) on the review and approval of state internal EEO plans, and reviews of their implementation. Works cooperatively with the U.S. Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP) to prevent duplication consistent with the intent of the FHWA/DOT/OFCCP MOU. As appropriate, drafts other interagency agreements to more effectively meet CR program objectives.
- j. **Interagency and Interdepartmental Cooperation:** Through the DOOCR, works with the appropriate offices of other Federal agencies to prevent and eliminate duplication, coordinate policy issuances, manage joint complaints, and leverage resources in areas of mutual interest.
- k. **National Programs:** In cooperation with other FHWA Headquarters offices, Departmental offices, and other Federal agencies, develops, coordinates, and issues regulations, policies, procedures, directives, guidance, and promotional materials to ensure equal opportunity, nondiscrimination, and, as appropriate, affirmative action, in external CR programs. Manages nondiscrimination programs, working with and through resource center and division office staff and where appropriate, directly with recipients to obtain compliance through negotiation, conciliation, persuasion, or enforcement if required. Includes, but is not limited to, the following nondiscrimination programs: Title VI of the 1964 Civil Rights Act, The Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act of 1973, The Age Discrimination Act of 1975, and Title 23 U.S.C. 324.

- l. **Recurring Task Forces or Permanent Committees:** Convenes and provides administrative support for the FHWA DBE and ADA Work Groups. As appropriate, provides administrative support to the Historically Black Colleges and Universities and other Minority Institutions of Higher Education Task Forces, the Multi-year Affirmative Employment Plan Work Group, and the FHWA Indian Issues Coordinating Committee.
- m. **Process Management:** Incorporates new mandates into existing processes. Analyzes processes and, in partnership with CR practitioners, identifies aspects which may be modified or eliminated to continuously streamline and improve those processes.
- n. **Informal Counseling:** Manages and coordinates the informal counseling process for internal employment discrimination complaints. Provides training to FHWA's collateral duty EEO Counselors in current practices, including Alternative Dispute Resolution, to increase the likelihood of successful informal resolutions of employment discrimination complaints. Provides process advice to counselors, complainants, and FHWA managers to ensure objectivity of the process.
- o. **Investigation or Special Reviews of External Complaints:** Processes external program impact and disparate treatment discrimination allegations, including those involving allegations of environmental justice violations. Analyzes allegations, investigates or assigns complaints for investigation. Issues Agency decisions and coordinates with the Department and other Federal agencies in cases involving mixed issues or overlapping jurisdiction. Investigates "class-action" and "pattern and practice" complaints filed against primary recipients. Partnering with resource centers and division offices, provides technical assistance to states on investigations of complaints filed against sub-recipients and contractors. As appropriate, outlines and monitors remedial actions to determine compliance with corrective action plans.

PUBLIC AFFAIRS

1. **MISSION:** Promotes public understanding of, and support for, FHWA programs, policies, and strategies.
2. **FUNCTIONS:**
 - a. **Advocacy:** Serves as FHWA's advocate and provides national leadership in both managing media relations and developing and implementing marketing strategies in support of FHWA programs and policies.
 - b. **Strategic Planning and Quality:** Develops and implements action/business plan initiatives in the advancement of DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies, in coordination with the Agency's virtual Communications Team. Participates in policy development and delivery strategies for communication activities. Initiates quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of communication programs, products, and services.
 - c. **Legislative/Program:** Provides technical support to the Office of the Administrator and the virtual Communications Team in the development, implementation, and analysis of legislative strategies.
 - d. **Technology Delivery:** Supports the core business units (CBUs) and resource centers through the virtual Communications Team. Provides leadership and service to CBUs, service business units, and resource centers in support of cross-cutting marketing, communications strategies, and message development.
 - e. **Outreach and Consultation:** Coordinates with the virtual Communications Team to provide and maintain ongoing communication links with FHWA's customers and partners, OST and other DOT modes, Congress, and other constituencies seeking feedback.
 - f. **Monitoring and Evaluation:** Develops and maintains systems for collecting and analyzing trends to evaluate policy and strategy effectiveness. Uses results to improve program performance.
 - g. **Research Agenda Scanning:** Facilitates the planning and development of a collaborative, inclusive outreach process intended to identify, establish, and nurture marketing partnerships.
 - h. **National Programs:** Provides Agency leadership for policy development and the administration of media relations, communications strategy and other public affairs. Provides direct support to the Office of the Administrator and OST. Leads the Communications Team in the development and implementation of feedback systems regarding the effectiveness of public affairs efforts.

- i. **Communications and Marketing Assistance:** Structures and maintains select internal and all external communications, marketing assistance, media relations and other outreach programs, including FHWA News, the Office of the Administrator's Weekly Report, editorial support for Public Roads. Serves as the final point of review for the agency's communications and marketing tools (i.e., publications, etc.).
- j. **Professional Development:** Identifies and provides opportunities for training and other professional development opportunities to improve message development, marketing, and media relations skills to the agencywide virtual Communications Team. Performs ongoing assessment and evaluation of such training.